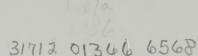




Town of Brookline 1986 Annual Report



B.R. 352.02 B8a 1986



TOWN OF BROOKLINE, MASSACHUSETTS

Settled: 1638

Incorporated: 1705

Population: 58,923 Land Area: 6.81 square miles

Government: Representative Town Meeting (251 Town Meeting Members) with five-member Board of Selectmen and Town Administrator.

Located four miles from downtown Boston, in Norfolk County, Brookline is one of the largest towns in New England. It is primarily a suburban, residential community. The primary occupations of Brookline residents are managerial and professional, especially in the fields of medicine and education.

Bordered by the cities of Boston and Newton, Brookline is conveniently located to the many cultural, educational and recreational activities of the Boston metropolitan area.

FY 1987 Assessed Valuation

\$2,233,655,723 (real and personal property)

FY1987 Taxable Land Area:

4.1 Square miles (nontaxable land equals 40%)

FY 1987 Tax Rate:

Residential	\$23.97
Commercial	\$33.20
Residential Exemption	\$14,900

Political

Registered Voters	32,745
Democrats	14,125
Republicans	3,121
Independents	15,499

Brookline Legislators

United States Senators
Edward M. Kennedy
John Kerry

United States Representative in Congress
Barney Frank

State Senator Lois Pines

State Representatives
John A. Businger
Eleanor Myerson

It seemed appropriate as the Nation prepares to celebrate the Bicentennial of the United States Constitution to adorn the cover of this Annual Report with historic photographs of Brookline's three main commercial areas, as well as Brookline souvenir postage stamps depicting historic structures in the town. The photograph at the top of the front cover is of Harvard Square in 1865, taken shortly after President Lincoln's death; the center photograph is of the Coolidge Brothers' store at Coolidge Corner, taken in 1887; and the lower panel is a photograph of Beacon Street at Washington Square, also taken in 1887.

The three stained glass windows were originally set in a tripartite configuration over the main entrance portals of the Victorian Gothic Town Hall designed by William Preston in 1872 and located on Washington Street near the site of the present Town Hall. The window depicting the Town Seal is made of ruby red and frosted glass, and is inscribed with the words: "Brookline Settled 1630, Incorporated 1705, Town Hall Built 1872; a second window depicts the seal of the Commonwealth of Massachusetts, and the third, the seal of the United States. Viewed from Washington Street, the Federal seal was on the left, the State seal on the right, and the Town seal, centrally placed above the other two.

The old Town Hall was demolished in 1964. The refurbished stained glass windows have been placed in the lobby of the new Town Hall.





OFFICE OF THE COMPTROLLER 333 WASHINGTON STREET (617) 232-9000, Ext. 227

> DAVID C. WILKINSON COMPTROLLER

TOWN of BROOKLINE

Massachusetts

02146

December 8, 1986

Public Notice

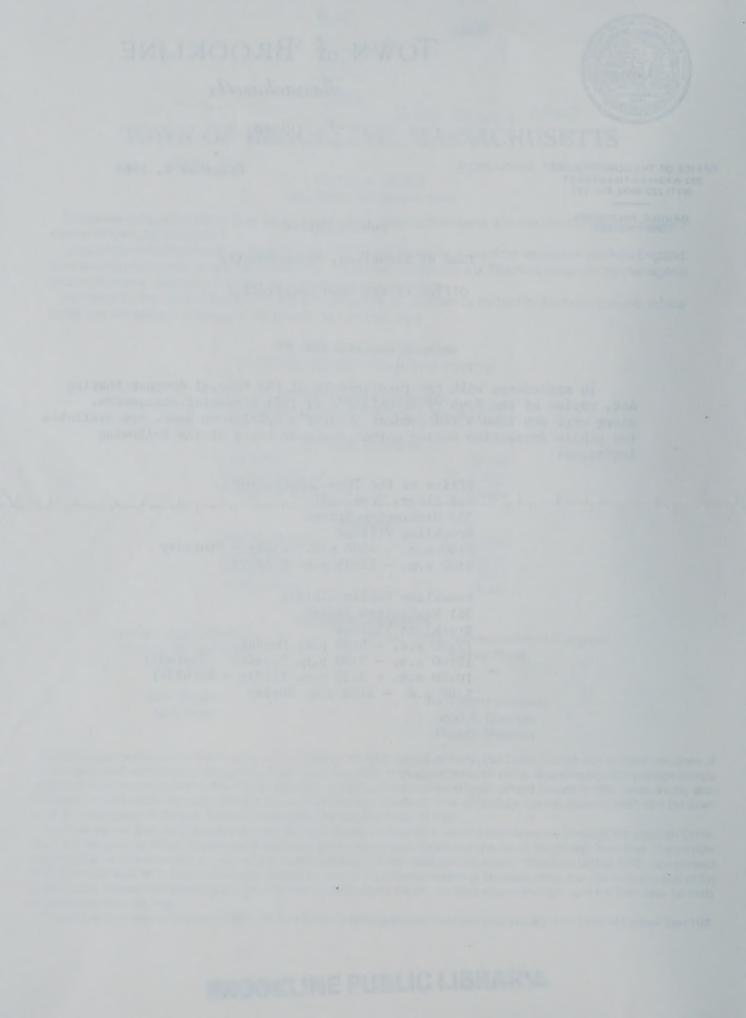
Town of Brookline, Massachusetts

Office of the Town Comptroller

In accordance with the requirements of the Federal Revenue Sharing Act, copies of the Town of Brookline's FY 1986 financial statements, along with the Town's independent auditor's opinion on same, are available for public inspection during normal business hours at the following locations:

Office of the Town Comptroller 1st Floor, Town Hall 333 Washington Street Brookline Village 8:00 a.m. - 5:00 p.m. Monday - Thursday 8:00 a.m. - 12:30 p.m. Fridays

Brookline Public Library
361 Washington Street
Brookline Village
12:00 p.m. - 9:00 p.m. Monday
10:00 a.m. - 9:00 p.m. Tuesday - Thursday
10:00 a.m. - 5:30 p.m. Friday - Saturday
1:00 p.m. - 5:00 p.m. Sunday







281st Annual Report of the TOWN OFFICERS OF BROOKLINE for the year ending December 31, 1986 Digitized by the Internet Archive in 2022 with funding from Boston Public Library

1986 in Headlines

- 1986 FY87 Budget is \$79 Million—Capital Projects a Key Element of Blueprint
 - Brookline Firm Buys Westbrook Village, 131-Acre Site
 - Town Aims for State Aid to Offset Revenue Sharing Losses
 - New Committee Formed to Find Affordable Housing Options in Brookline
 - Selectmen Ask Transportation Board to Propose Parking Alternatives
 - Day of Remembrance—Brookline to Sponsor One-Day Holocaust Memorial
 - Buehler Tax Case Reversal Could Cost Town Millions
 - A Fond Farewell—Brookline Schools Bid Good-bye to Louise Thompson
 - Housing Issues Top Brookline Town Meeting Agenda
 - Town Garage—Don't Put New One in Our Neighborhood
 - Town Meeting Approves Renovations to All Fire Stations
 - Town, State at Odds on Route 9 Traffic Plan
 - Town Activist is Dead—Doherty Was Champion of Rights of Disabled
 - Senator Backman Celebrated as Humanist
 - Dukakis Guest of Honor at Baker School's 50th
 - Amended Substance Abuse Plan Wins Approval from Selectmen, School Officials
 - Crime Dips 21.5% in Brookline
 - The Dry Season—Selectmen Clamp Down on Liquor Licenses
 - B.U. Prepares a Second Draft of its Master Plan
 - . K.I.'s Rabbi Saltzman Honored for His Service
 - Selectmen Concerned About Tax Cap, "Will Devastate the Town"
 - Captain Robert English Chosen as Brookline's New Fire Chief
 - Retail, Restaurant, Office Enterprises Open at Brookline Place
 - Buried in Paperwork, the Rent Control Board Needs Help



TABLE OF CONTENTS

Town Officers	
Selectmen's Report	. 10
Town Administrator's Report	.20
Town Moderator	. 27
Town Meetings	
Highlights	
Summary of Actions Taken	
General Government	
Town Clerk	
Registrars of Voters	
Town Counsel	
Purchasing	
Personnel Board	
Information Services	
Public Safety	
Police Department	
Fire Department	
Building Department	
Board of Examiners	
Public Works	
Engineering Division	
Highway and Sanitation Division	
Sewer Division	
Water Division	
Park Division	
Forestry Division	
Cemetery Division	
Conservation Commission	
Transportation Department	
Recreation Department	
Public Schools	
Library	
Planning and Development	
Planning Board—Planning Department	
Historical Commission	
Historic District Commission	
Building Commission	
Brookline Housing Authority	
Human Resources	
Health Department	. 62
Human Relations-Youth Resources Commission.	
Cable TV Monitoring Committee	
Council on Aging	
Veterans Services	
Rent Control Board	
Council for the Arts and Humanities	
Finance	
Assessors	
Treasurer and Collector	. 70
Comptroller	.71

TOWN OFFICERS

Elected Town Officers

for the

Municipal Year 1986-1987

MODERATOR

Carl M. Sapers (1988)

TOWN CLERK

Frances Halpern (1988)

BOARD OF SELECTMEN

Zvi A. Sesling, Chairman (1987)

Jeffrey P. Allen (1987)

Martin R. Rosenthal (1988)

Estelle Katz (1988)

Christopher J. Crowley (1989)

TREASURER AND COLLECTOR

Shirley Sidd (1987)

TRUSTEES OF THE PUBLIC LIBRARY

Sandra L. Stotsky, Chairman (1987)

Jonathan S. Fine (1987)

Carla Rose (1987)

Clarie R. Wadlman (1987)

Benedict S. Alper (1988)

Jules L. Becker (1988)

Marguerite T. Lipman (1988)

Gail Pool (1988)

Sylvia G. Brussell (1989)

Paul M. Katz (1989)

Barbara S. Marcus (1989)

H. Richard Tyler (1989)

SCHOOL COMMITTEE

Robert J. McCain. Chairman (1987)

Caroline A. Graboys (1987)

James W. Schlesinger (1987)

Herbert N. Goodwin (1988)

Terry Kwan (1988)

Ann Connolly Tolkoff (1988)

Kathleen L. Ames (1989)

Kim Michelson (1989)

Natalie G. Zuckerman (1989)

BROOKLINE HOUSING AUTHORITY

Frank I. Smizik, Chairman (1989)

Christina Wolfe (1988)

Harriet Bremner (1990)

Pamela Goodman (1991)

Francis M. Moroney (1991)

Miles Mahoney, Executive Director

CONSTABLES

James V. Esposito

Marvin A. Feinman

William A. Figler

John P. McElroy

Stanley N. Rabinovitz

*State Appointed Member

Appointees

for the

Municipal Year 1986-1987

BOARD OF SELECTMEN

Richard T. Leary, *Town Administrator*Brian F. Sullivan, *Deputy Town Admin.*

COUNSEL

David L. Turner, Town Counsel

Cathleen C. Cavell, Associate Town Counsel

ADVISORY COUNCIL OF PUBLIC HEALTH

Dr. Robert Taylor, Chairman (1987)

June Leeming (1988)

Anita Silverman (1988)

Albert Sherman (1987)

Adele Dronsick (1989)

Karen Wenc (1989)

DIRECTOR OF PUBLIC HEALTH

John A. Locke

ASSESSORS

Andrew H. Creen, Chairman (1989)

George F. McNeilly (1988)

Richard Kates (1987)

BOARD OF APPEALS

Kenneth Hoffman, Chairman (1989)

Bailey S. Silbert (1988)

Diane Gordon (1987)

Frances Halpern, Secretary

BOARD OF APPEALS-ASSOCIATE MEMBERS

Joseph I. Sargon (1988)

Lewis C. Cohen (1987)

Abraham J. Zimmerman (1989)

PUBLIC SCHOOL

Charles L. Slater, Superintendent of Schools

PUBLIC WORKS DEPARTMENT

William T. Griffiths, Commissioner of Public Works A. Thomas DeMaio, Director of Highway Division Paul R. Willis, Director of Parks/Forestry/Cemetery Division

Andrew Pappastergion, Director of Water Division

PURCHASING AGENT Edward F. Clasby

RIGHT TO KNOW COORDINATOR Gerard J. Hayes

DIRECTOR OF VETERANS' SERVICES Bernard J. Belcastro

STATE AID AGENT Bernard J. Belcastro

DIRECTOR OF CIVIL DEFENSE Richard T. Leary

TOWN CLERK'S DEPARTMENT Patrick J. Ward, Assistant Town Clerk

TREASURER'S DEPARTMENT John T. Mulhane, Assistant Treasurer

DOG OFFICER Ptl. Robert E. Firth

FENCE VIEWER Margaret Hurley Mever Stern

MEASURERS OF WOOD AND BARK Myron Alexander Esther Saloman

INSPECTOR OF ANIMALS Dr. Herbert S. Carlin

LOCAL MOTH SUPERINTENDENT OF INSECT PEST CONTROL Hamilton Coolidge

SEALER OF WEIGHTS & MEASURES Richard Bargfrede

WEIGHERS OF COAL Augustine Signore, Sr. Willard Farnsworth

CABLE TV COMMUNITY TRUST

Louise M. Castle
Barbara Gee
Ann Carol Grossman
Howard Husock
Eileen Jones
Louise Rosen
Jasper K. Smith
Jonathan Tamkin
Genevieve Wyner

CABLE TV MONITORING COMMITTEE

Tobe Berkovitz, Chairman Samuel Kauffmann Barbara K. Mitchell Alexander Neihaus Joshua Ostroff A. Joseph Ross Charles M. Sonnenschein Evvy Titleman Wendie Wallis

TRUSTEES OF WALNUT HILLS CEMETERY

Walter E. Palmer (1989) Alfred F. Palladino (1989) David Dalton (1988) Mary J. Harris (1988) Harrison Bridge (1987) Russell Mann, Jr. (1987)

BOARD OF EXAMINERS

Julius Abrams, *Chairman* (1988) Jonathan Leffell (1987) George Michelson (1989)

BUILDING COMMISSION

Louis Wilgoren, Chairman John J. Doherty Janet B. Fierman Christopher Hussey Louis J. Scorziello

BUILDING COMMISSIONER Royce E. Beatty

INSPECTOR OF WIRES
Royce E. Beatty

CONSERVATION COMMISSION

M. Lee Albright, Chairman (1989)
Betsy Shure Gross (1989)
Dr. Joan J. Fried (1988)
Henry T. Wiggin (1988)
Barbara Whiting Drew (1988)
Lewis Edgers (1987)
Marla J. Frazin (1987)

COUNCIL ON AGING

Harold Jennings, *Chairman* Arlene Stern, *Director*

HISTORICAL COMMISSION

Dr. Judith Selwyn, Chairman (1989)

Nancy Peabody (1989)

Jean Kramer (1989)

Samuel E. Shaw, II (1988)

Nancy C. Yetman (1988)

Dennis DeWitt (1987)

Nancy A. Smith (1987)

HISTORIC DISTRICT COMMISSION

Dr. Judith Selwyn, Chairman (1989)

June Richardson (1989)

Ruth D. Dorfman (1988)

Dr. Ferris Hall (1988)

Barnett B. Berliner (1987)

Chobee Hov (1987)

Pamela Steele Tabbaa, alternate (1987)

HUMAN RELATIONS-YOUTH RESOURCES COM-MISSION

Elizabeth S. Pollock, Chairman (1989)

Sandra Bakalar, Vice-Chairman (1987)

Rev. George M. Chapman, Jr. (1988)

Tehani Collazo (1989)

Ruth Flaherty (1987)

Rabbi Robert E. Gelber (1989)

Harold Koritz (1988)

Gloria Oldsman (1988)

Helen Patterson (1989)

Howard Prunty (1989)

Dennis Reardon (1988)

Agnes Rogers (1987)

Capt. John Walsh (1988)

Ethan Zindler (1989)

Janet Yee (1989)

PARK AND RECREATION COMMISSION

Walter E. Elcock, Chairman (1987)

John E. Cawthorne (1989)

Robert Wax (1989)

Linda Gold-Pitegoff (1988)

Dorothy Esterquest (1988)

Daniel F. Ford (1987)

Yemema Seligson (1987)

DIRECTOR-RECREATION DEPARTMENT

Evelyn M. Kirrane

TREE PLANTING COMMITTEE

Hamilton Coolidge, Chairman (1987)

Corliss Engle (1989)

John E. Miller (1988)

PERSONNEL BOARD

Barbara P. Pastan, Chairman (1988)

James E. Cockfield (1989)

Samuel Edelstein (1989)

William J. Kickham (1988)

Johanna Harris (1987)

PERSONNEL DIRECTOR

Gerard J. Hayes

PLANNING BOARD

Herbert L. Shivek, Chairman (1989)

Michael Cutler (1991)

Tania Langerman (1990)

Robert Kramer (1988)

Bruce W. Hamblin (1987)

PLANNING DIRECTOR

John E. Woodward, Jr.

REGISTRARS OF VOTERS

Robert J. Wong, Chairman (1987)

James M. Berenson (1988)

Patrick J. Ward (1989)

RENT CONTROL BOARD

Patricia Bernstein

Dana Cetlin

Susan Cohen

Cerise Lim Epstein

Edmund Mroz. Jr.

Marjorie O'Malley

RENT CONTROL BOARD-DIRECTOR COUNSEL

Roger R. Lipson

RETIREMENT BOARD

M. Franklin Wyman, Jr. Chairman

Joseph P. Duffy (elected by members)

Samuel E. Shaw, II

TRANSPORTATION BOARD

Deborah Kaplan Cohen (1987)

Rena J. Wright (1987)

Paulien R. Katz (1988)

Sue Tamber (1988)

Linda G. Golburgh (1989)

Joan E. Pollard (1989)

ADVISORY COMMITTEE

Elizabeth R. Eisenstadt, Chairman

Edward N. Gadsby, Jr. First Vice-Chairman

Luster T. Delany, Second Vice-Chairman

Robert Bernheimer

Deborah G. Brooks

Dorothy Bruno

Jill T. Cheng

Mark L. Cooper

George Dargo

Ruth Ellen Fitch

Phyllis D. Giller

Alex Gold-Pitegoff

Milton Goldman

Jeffrey Harris

John A. Hermos

Howard A. Husock

Gerald P. Koocher

Joyce Lee Malcolm

Charles Moo

Stephen R. Morse

Laura B. Schlesinger

Stanley L. Spiegel

John VanScoyoc

COUNCIL FOR THE ARTS AND HUMANITIES

Sheri Flager, Executive Director

Carolyn Oliver, Chairman Grants Committee

JoAnn Blumsack

Mary Dewart

Caroline A. Grabovs

Judith Kidd

Carol Lieberman

Joyce Mannis

Ragnihild Reingardt

Michael Sand

Donna Marie Ticchi

COMMITTEE ON TOWN ORGANIZATION AND STRUCTURE

(appointed by the Moderator)

Charles C. Ames, Chairman

Jean D. Berg

Morton Robert Godine

Mark A. Michelson

Laura B. Moore

Robert I. Sperber

Robert M. Stein

COMPUTER ADVISORY COMMITTEE

Craig Bolon

Peter Miller

Paul Polishuk

Robert Stein

INSPECTOR OF PETROLEUM

Robert P. English

LIBRARIAN

Michael Steinfeld

POLICE DEPARTMENT

George R. Simard, Chief

KEEPER OF THE LOCK-UP

George R. Simard

COMPTROLLER

David C. Wilkinson

FIRE DEPARTMENT

Robert P. English, Chief

BOARD OF SELECTMEN



At the Board's organizational meeting on May 13, 1986 following the annual town election, Zvi A. Sesling was elected Chairman. Other Board members are Jeffrey P. Allen, Martin R. Rosenthal, Estelle Katz and Christopher J. Crowley. Richard T. Leary was appointed Town Administrator for a three year term effective July 1, 1986.

As we compare Brookline's Town Government today with what has been historically true, we are impressed by three developments: the far greater range and complexity of issues that arise, the greater degree of citizen involvement, and the increased effect upon Brookline of outside forces not directly within our control.

To such broad and still existing services and issues as schools, public works, public safety, rent control, traffic and parking, collective bargaining, financial administration, and the like, have been added newer issues and interests including environmental protection, cable TV, computer services, condominium conversion, institutional expansion, and the development of comprehensive fiscal programs under Proposition 2 1/2. Add in also solid waste disposal, police-community relations, triennial property revaluations, municipal and public officials' liability, substance abuse prevention, and the town government has become complex indeed.

Equally notable is the increased involvement of citizens in issues affecting their immediate interests. Hearings

involving liquor licenses and even more routine items that formerly evoked little community interest are more broadly attended, last longer, and are sometimes more heated than before. Constructive citizen and neighborhood involvement in the decision-making process is surely a plus, and in Brookline we continue to set an example of open, responsive government.

Influences or factors outside Brookline may either assist the town or create problems. Thus, increased state aid enhances our fiscal position and is vital in our efforts to maintain quality municipal services in an era of retrenchment, while federal rescission of general revenue sharing and cutbacks in several other domestic programs have the opposite effect. Traffic congestion obviously is largely generated outside Brookline but is a problem with which Brookline must contend. Our prime location and superior school system attract scores of young professionals and relatively affluent families who take up residency in the town each year, on the one hand enhancing our tax base while on the other ensuring that Brookline, a community of 6.6 square miles, will have difficulty in providing affordable housing for low and moderate income citizens and those living on fixed incomes. These examples illustrate the importance of outside influences in shaping the town government's role and the policies of the Board of Selectmen.

In order to facilitate the work of the Board of Selectmen as a whole, the practice of assigning special projects to subcommittees was continued and expanded in 1986. Subcommittees were active in the following areas:

Boston University Development Plans Chairman Sesling and Selectman Allen

Police and Community Relations Selectmen Allen and Rosenthal

Affordable Housing Selectmen Rosenthal and Katz

Substance Abuse Prevention
Chairman Sesling and Selectman Katz

Cable TV Agreement and Operations Chairman Sesling and Selectman Allen

Town/School Budget Chairman Sesling and Selectmen Allen and Crowley

Selectman Crowley serves as the Board's representative to the Norfolk County Advisory Board.

"1986 IN HEADLINES," which appears on an earlier page of this Annual Report, is a capsule summary of major town activities and events during the year, many of which were of primary importance to the Selectmen. Our report this year will concentrate on some of those and on other projects and issues which were of major significance during 1986.

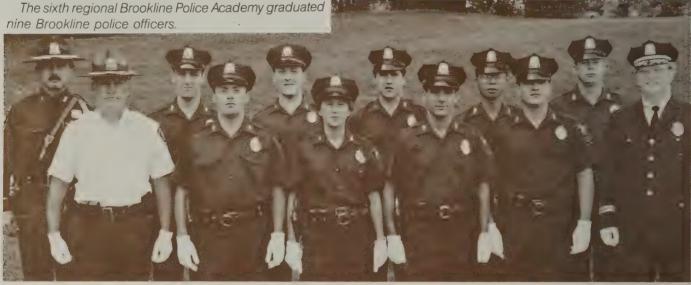
Among the key actions of the Board during the past year were:

 Established a local handicapped commission after the Fall Town Meeting accepted the provisions of Chapter 40, section 8J of the General Laws. At the time this proposal came before an earlier Town Meeting in May, the members of the Board stated that they were in complete agreement with the goals and purposes of the article, which had been submitted by petition, but felt that it would be premature for Town Meeting to act at that time. In the Board's view, there were several questions to be addressed and resolved, including the need for funding and staff assistance, the manner in which the activities of the commission would be coordinated with those of other agencies in the town, and the best means of implementing the program and achieving the objectives sought by the petitioners. Over the next few months the Town Administrator met with representatives of the Brookline Commission for the Handicapped, and satisfactorily resolved the issues which had been raised prior to the Annual Town Meeting. It was agreed that no budget would be necessary to carry on the activities of the commission; a substantial number of volunteers would be involved; the town would provide office space in the Train Health Center, a facility which already houses other human services departments, as well as the usual support supplies and equipment; coordination of dayto-day activities with those of other agencies would be the responsibility of the Town Administrator's Office. The Selectmen heartily endorsed this program, and early this year appointed the following to serve on the Brookline Handicapped Commission:



Garrett F.X. Crowlev Marion Doherty Fllen C. Fitzgerald Selectman Estelle Katz Fllen Lennick Ralph E. Steele Susan McKee Tachau

At the commission's organizational meeting, Ralph E. Steele was elected chairman. Saralee Smith, Wilson F. Smith and Barbara W. Gopen serve as associate memhers of the commission.



• In concert with the School Committee, instituted a substance abuse prevention program in implementation of the reports of the Selectmen's subcommittee on drug and alcohol abuse and a subcommitte of the School Superintendent's town advisory committee on drugs and alcohol. Their work followed the Human Relations/Youth resources Commission's survey on the use of drugs and alcohol in the community. At the request of the Board of Selectmen and the School Committee. the Town Administrator and the Superintendent of Schools developed a series of recommendations relating to three general areas: 1) the budget and sources of funding; 2) personnel actions; and 3) administrative control and supervision and reporting relationships. They proposed that the program budget of \$72,000 be shared by the town (\$32,000) and the school department (\$40,000), with provision for two positions, substance abuse prevention coordinator and youth substance abuse counselor. It was suggested that the coordinator report for program purposes to a single designee to be appointed by the Board of Selectmen and the School Committee from the interdisciplinary advisory committee which would exercise a general oversight, evaluation and monitoring function. The Town Administrator and the Superintendent of Schools were assigned responsibility for overall administration and

Kraus was appointed youth substance abuse counselor. They have pursued a broad scope of program activities over the past several months, and the number of individual clients already served is impressive. In addition, the widespread educational programs for students, parents and town employees have been very valuable. This new town service is successfully addressing a previously unmet need and the Selectmen are gratified with the results thus far.

coordination with other departments. On July 22 the

Selectmen appointed the interdisciplinary advisory com-

mittee consisting of representatives of parents, students

and the various town agencies involved with the pro-

gram, and appointed Dr. Gloria Rudisch, Director of

Child and School Health Services, as the designee to

chair the committee and supervise the town/school drug

& alcohol program on a continuing basis. Gini Goulet, formerly associated with the peer leader program at

Brookline High School, which had been instituted when

the BASE project was terminated in October, 1985, was

appointed coordinator of the program, and Diane G.

• Urged all citizens of Brookline to preserve our services and quality of life by voting NO on Question #3 which appeared on the November 4 state election ballot. Question #3, which was proposed by the Citizens for Limited Taxation, called for a very rigid and potentially crippling cap on state revenues by limiting revenue growth to the level of growth in Massachusetts wages and salaries for the preceding calendar year. By thus limiting state revenues, it was clear that the amount of aid the state would be able to provide to cities and towns would be severely limited as well. State aid has been an invaluable source of revenue for Brookline and other cities and towns since 1981. In the first year of Proposition 2 1/2, FY82, town and school programs suffered major cutbacks. Since that time, however, financial assistance from the state has increased dramatically, rising from \$5.5 million to \$12.3 million. This is the primary reason why

Brookline has been able to maintain many of its excellent services. In fact, with this significant increase in state aid, we have been able to add back to some of the programs such as education, libraries, parks, and capital improvements. Another grave concern which the Selectmen had with this proposal was that it would come at a time when the town was facing major reductions in federal aid, while at the same time dealing with major increases in fixed cost expenses such as solid waste disposal, insurance, pensions, water and sewer, and other items. Federal aid to the town had already been cut \$1 million and was expected to be cut at least another \$1 million. On the expense side, solid waste disposal costs alone are expected to increase \$1 million when our contract comes up for renewal in FY89. Any limitation on the amount of state aid for the town would only compound our financial difficulties. Question #3, if approved, would also limit the state's ability to respond to the serious needs of the Commonwealth in such areas as hazardous waste clean-up, education, overcrowded prisons, repairs to roads and bridges, and affordable housing. Tax reduction steps already taken at the state level had reduced the tax burden significantly below the national average. Further limitations would be counterproductive to the state's economy by curtailing investment in our services and assets, factors which are crucial to maintaining our attractive business climate. In conclusion, the Board pointed out that the Legislature had enacted, and the Governor had signed into law, an alternative tax cap which provided for tight, but reasonable tax limits, and which allowed for some flexibility in emergencies. It included the immediate repeal of the surtax,

- which amounts to a tax reduction of over \$200 million. Question #3 provided only for a two year phase-out of the surtax. This potentially harmful measure was defeated in Brookline, 10,040-6,387, but received a favorable vote statewide.
- Awarded the contract for reassessment services in connection with the FY88 revaluation program to Cole-Layer-Trumble Company of Vernon, Connecticut. This will be the third revaluation program since the adoption of Proposition 2 1/2 and it will be conducted at a cost of \$434,000. The assessors have assumed responsibility for valuing the condominium class of property, which now totals over 6,000 taxable parcels. At the Selectmen's request, the assessors have included in the contract with Cole-Layer-Trumble three mailings to taxpayers advising them of when the appraisers will be in a particular neighborhood, informing them of the property data after it has been collected, and notifying them of their property's value and of the opportunity for an informal hearing. The selection of Cole-Layer-Trumble was based on that firm's proven record in delivering quality revaluations since Proposition 2 1/2, and on the town's prior working relationship with the firm in the FY85 reassessment program. The schedule calls for completion of the project by late 1987.
- Awarded a three year contract for advanced life support services in the town to Brewster Ambulance Service, and executed a letter of understanding with the Beth Israel Hospital, which serves as the affiliated hospital. In January, 1981 the town instituted a basic life support system using ambulance service EMT's and firefighter



Cypress Playground, a CD funded project, with a view of other recreational facilities and the Brookline High School Complex.



EMT's. Following intensive study by the emergency medical services committee, it was agreed that this basic level of service should be replaced by the highest level, using paramedics, who are licensed by the Commonwealth and who interface directly with the affiliated hospital in terms of operation, education and performance review. Paramedics serve as an extension of the emergency unit of the hospital through the use of two-way radio communications and telemetry devices. In comparing the two systems, the Selectmen noted that the survival rate of cardiac arrest patients went up from 4% to 20% under the paramedic system. Statistics indicate that Brookline has thirty cardiac arrests per year. Since 60% of Brookline's ambulance service clientele go to the Beth Israel Hospital, it was appropriate for the town to associate with that hospital in implementing the new system. In selecting Brewster Ambulance Service, the town had an opportunity to take advantage of a constructive competitive situation, and move into advanced life support without paying a subsidy. Brewster, one of the oldest services in the area, has an excellent reputation as a provider of ambulance transportation. They are seriously committed to establishing a first class advanced life support system in Brookline, and have engaged well-qualified management personnel to accomplish their objective. The Selectmen are grateful

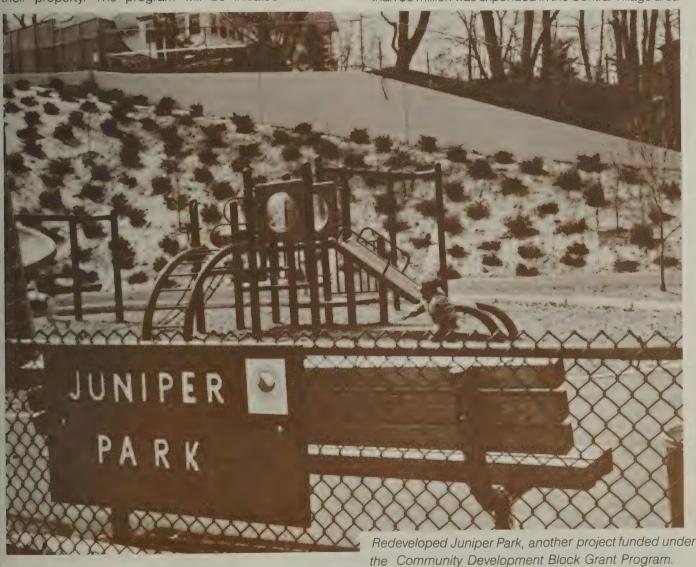
to the members of the Emergency Medical Services Committee, chaired by Deborah G. Joelson, for their detailed analysis and invaluable recommendations leading to the implementation of this program.

· Participated with Governor Michael S. Dukakis in a ribbon-tying ceremony at The Market at Brookline Place which houses retail shops, a greenhouse restaurant, and commercial space. As 1986 drew to a close. Brookline Place, the third and final component of Brookline's Marsh Urban Renewal Project neared completion. This has been a major redevelopment effort to eradicate Brookline's most blighted area, an area adjacent to the Brookline Village commercial district and at the core of the Central Village residential neighborhood. The first component consisted of the \$5 million office-commercial development, Hearthstone Plaza. The second component consisted of the "Village at Brookline", a \$12 million, 307-unit housing complex for families and the elderly. The focal point of the B-2 project is One Brookline Place, a 106,000 square feet mutli-specialty medical office building, which is expected to be the finest of its kind in the Greater Boston area. In the near future. the Brookline Water Department garage on Brookline Avenue will be restored and converted into a major theme restaurant of some 8,000 square feet. In light of the difficulties overcome in implementing the B-2 project, and in view of the outstanding features of the Brookline Place development, town officials recently participated in the preparation of an application on behalf of Brookline Place for the Bruner Award for Urban Excellence.

Instituted a housing rehabilitation revolving loan program utilizing the services of the Brookline Savings Bank for the servicing of loans. Housing rehabilitation has been the core of the town's federal assistance program since the early 1960's. In a town such as Brookline, with an aging housing stock, many owners do not have the funds to improve their property as they fall into the low and moderate income brackets. The town's programs are designed to provide assistance to these citizens as well as provide significant benefits to the neighborhood. This new program will draw on current community development funds, as well as on recycled federal funds which have been given out in grants or rebates in the past and are now coming back to the town if people sell their property. The program will be initiated with

\$150,000, which will be loaned to eligible low and moderate income homeowners at interest rates ranging from 0 to 6% depending on income; the length of the loans, which will be for a minimum of \$5,000 to a maximum of \$30,000, will range from 5-10 years, again depending on income.

• Recently joined with municipal officials throughout the country in observing National Community Development Week. The purpose of the Week was to increase public awareness and foster a better understanding of the community development program and the benefits that it provides. This should stimulate greater interest in and support for community development than was generated a year ago when fund rescissions and/or deferments threatened the existence of the CD Program. Since the Housing & Development Act, which authorized community development block grants, was enacted in 1974, Brookline has received \$16,395,573. In addition, substantial sums were made available to homeowners in rehabilitation funds (Section 312) at 3% interest. More than \$6 million was expended in the Central Village area





alone in housing rehabilitation assistance, streets, sidewalks, trees, parks and public services. Since 1975 more than \$1 million in community development block grant funds has been spent on parks and open spaces. In the earlier years of the program, a major percentage of the funds was expended for open space and playground use. In many instances, the CD funds were supplemented by monies from the land and water conservation program of the National Park Service, with 50% of the total cost paid by that program. Both community development block grant and National Park Service funds have been affected by rescissions, deferments and general cutbacks, as have other domestic programs. The Selectmen are most appreciative of the efforts of Sara K. Wallace, our special counsel for federal and state grants, who has been instrumental in securing millions of dollars in these funds over the past several years.

• Held a general public discussion of the role and activities of the Council for Planning and Renewal, the citizen participation committee which has dealt with a broad range of development matters over the years. Many of the former Chairpersons of the Council attended this discussion and related their experiences going back to 1957 as well as their views on the purpose and role of the Council today. Following an aggressive recruitment program, the Board interviewed forty-seven applicants for membership on the Council and appointed the entire group early in 1987. The reconstituted Council, under the energetic leadership of Chairman P. Wells Shambaugh, is working most effectively on community development and other projects which benefit from citizen input.

Visiting Dignitary

In April, the Selectmen were delighted to welcome Baruch Venger, Mayor of Carmiel, Israel. Mayor Venger was a major in the Israel Defense Forces, and for ten years was a planner of new towns in the Ministry of Housing. He also served as overseas emissary in South Africa and Denver, Colorado. Carmiel, which is located in the northwest part of Israel, was created only twenty-one years ago. Currently a high technology center with a population of 20,000, it is expected to grow to 60,000 within the next several years. The community is composed of people from thirty-six different countries speaking twenty-six different languages. Mayor Venger has been elected for four consecutive terms, receiving 84% of the vote cast in the most recent election.



Richard T. Leary Honored

The Selectmen were pleased to attend the Brookline Rotary Club's annual awards day ceremonies in May at which Town Administrator Richard T. Leary was honored.

As the recipient of the Club's Distinguished Public Service Award, Mr. Leary was presented with the following citation:

"Recognized for his competence, diligence and integrity, his contribution to the operation of the Town of Brookline, itself recognized as a paradigm of municipal excellence, is widely accepted as setting a standard of performance others seek to emulate."

Department Heads

There were two changes in department heads in 1986. Fire Chief James P. Fallon retired on September 30 after thirty-two years of dedicated and outstanding service to his native town, the last six of which he served as chief. Many changes have taken place in the fire service generally over the last several years. Under Chief Fallon's leadership and through his initiative, Brookline responded to these changes by instituting new approaches in several areas, including training, fire prevention, firefighter safety, and emergency medical services. Chief Fallon was an enthusiastic and convincing advocate for the needs of his department before the Board of Selectmen, the Advisory Committee and Town Meeting. He continually studied new programs and techniques and was prepared to implement them.

The selection process for a new fire chief included a written examination and an assessment center which were administered by McCann Associates, Inc. of Philadelphia. This process again proved beneficial as it resulted in the unanimous and enthusiastic appointment of Captain Robert D. English, who demonstrated an excellent grasp of the most important duties and responsibilities to be fulfilled by a chief. The assessors and the consultant concluded that Captain English had the ability to be a very positive force within the Brookline Fire Department. In his brief period of service to date, he has exhibited qualities which clearly indicate that he will be an innovative and vigorous chief.

Bernard J. Belcastro replaced Alfred Hallenbrook as



Bernard J. Belcastro, Director of Veterans Services.

Director of Veterans Services on May 6, 1986. With thirteen years of experience as a veterans service director in two municipalities, Mr. Belcastro brought excellent credentials and complete familiarity with veterans benefits regulations to his new post. He has already instituted new financial procedures which have resulted in the recovery of over \$16,000 in state reimbursements. In addition, he has succeeded in operating the department well within the authorized budget.

Appointments During the Year

One of the most important functions of the Board of Selectmen is the making of appointments to the several town boards, committees and commissions. It is heartening to report that eminently qualified citizens continue to come forward to serve their community in a variety of ways. The following appointments and resignations occurred in 1986:

Michael D. Cutler was appointed to the Planning Board to fill the vacancy occasioned by the resignation of Patricia A. Libbey. Dorothy Esterquest was appointed to the Park and Recreation Commission to replace Terence H. Forde who resigned; John E. Cawthorne and Robert Wax were



also appointed to the commission to replace Kenneth S. Robson and Judith A. Smith. Dana Cetlin and Cerise Lim Epstein were appointed to the Rent Control Board as landlord representatives, replacing Bette Rea Allen and Nancy Strisik. Joan E. Pollard was appointed to the Transportation Board to replace Manuel Horvitz who resigned.

New appointments to the Human Relations/Youth Resources Commission were Gloria Oldsman and Dennis Reardon, with Ethan Zindler and Janet D. Yee being appointed as youth members. Eva Gurian, Toby Miller and Philip Henkoff resigned. Barbara Gee, Howard Husock and Eileen Jones were appointed to the Cable Community Trust succeeding James Zien, Barbara Randolph and Lawrence Ruttman, who resigned.

Karen Wenc was appointed to the Advisory Council of Public Health to replace Leonora S. Rosen. Marla J. Frazin was appointed to the Conservation Commission following the resignation of Richard P.F. Shibley. New appointees to the Council for the Arts and Humanities were Ragnihild Reingardt, Adele Weiner and Joyce Mannis. Julia G. Carlson and Diane Goldman were appointed as associate members.

Status Report on Capital Projects 1986 Annual Town Meeting

Roof at Putterham Library—Town Meeting appropriated \$75,000 for a new roof at the Putterham Library. Rich, Lang, and Cote', Incorporated has been retained and plans and specifications are being prepared. It is anticipated that construction will be completed by early fall, 1987.

Book Security Systems at Coolidge Corner and Putterham Branch Libraries—Town Meeting appropriated \$45,000 for book security systems at the Coolidge Corner and Putterham Branch Libraries. The bid recommendation was made in April, 1987 and a purchase order was signed.

Refurbish Fire Engines—Town Meeting appropriated \$50,000 to refurbish fire engines. Bids will be opened in May, 1987 and the refurbishing of the engines should be completed four months thereafter.

Fire Station Feasibility Study—Town meeting appropriated \$35,000 to conduct a feasibility study concerning the possible combining, rebuilding, refurbishing or renovation of certain fire stations. The Committee of Seven selected Schwartz/Silver, Architects, to conduct the feasibility study which should be completed and submitted to the Building Commission by the first week of May, 1987.

Highway Garage Feasibility Study—Town Meeting appropriated \$40,000 for a feasibility study concerning the relocation of the Highway Garage Facility to the site of the old incinerator off Hammond Street. The Commit-

tee of Seven selected Pisani & Associates to conduct the feasibility study which was completed, approved by the using agency, and accepted by the Building Commission on May 5, 1987.

Building Reuse Study—Town Meeting appropriated \$35,000 to examine possible reuses of the Baldwin School, Sewall School, Lincoln School, Highway Garage, and Fire Station #1. The study has been deferred at this time, pending more definite policy decisions on appropriate reuses for each building.

Reconstruction, Maintenance and Repair of Various Streets and Sidewalks—Town Meeting appropriated \$150,000 for the reconstruction, maintenance and repair of various streets and sidewalks. From this amount, \$23,000 was expended for sidewalk repair on Beacon Street last fall; \$103,500 is being spent on a current street project involving Davis Avenue, Gorham Avenue, Dana Street and Lincoln Road, to be completed in May, and \$12,350 was expended for crack sealing various streets last fall. The remaining funds will be used for additional sidewalk repairs this spring.

State Aid for the repair, reconstruction and resurfacing of various sections of Town Streets—Town Meeting appropriated \$106,649 for the repair, reconstruction and resurfacing of streets. This amount will be used to resurface a portion of Beacon Street under a contract starting in May, 1987.

Reconstruction and Relocation of Traffic Signals—Town Meeting appropriated \$30,000 to relocate traffic signals on Beacon Street at St. Mary's Street. Bids were opened on April 28, 1987 and work should be completed this summer.

Lincoln School Wall—Town Meeting appropriated \$50,000 for the reconstruction, repair or replacement of the brick wall on Kennard Road at the Lincoln Primary School. This contract has just been awarded and executed. Work will start immediately and the wall should be completed this spring.

Rehabilitation of Warren Field—Town Meeting appropriated \$35,000 for rehabilitation plans and specifications, and replacement of playground equipment at Warren Field. Survey work is underway and neighborhood input meetings will be held this summer.

Rehabilitation of Runkle School Playground—Town Meeting appropriated \$25,000 for rehabilitation plans and specifications, and replacement of playground equipment at Runkle School Playground. The design was completed and additional work awaits the completion of Runkle School building additions.

Data Processing Equipment and Computer Software for the Library—Town Meeting authorized \$700,000 for the development, design, purchase and installation of data processing equipment and the development, design and purchase of computer software incident to said acquisition of data processing equipment. The Library began the bar code labelling process and expects to begin the data conversion process within the next three months. The vendor for computer hardware should be selected in May 1987.

New Roof at Fire Station #5—Town Meeting authorized \$150,000 for a new roof at Fire Station #5. A contract was awarded to Multi-State Roofing Company, Inc. and construction should be completed by mid-summer, 1987.

Laying and Relaying of Water Mains—Town Meeting authorized \$4,000,000 for the laying and relaying of water mains. This contract was awarded to the Walsh Company, Inc. and the first year's work will commence immediately.

Runkle School Additions and Renovations—Town Meeting authorized \$715,000 for the Runkle School additions and renovation. Proposals were received and a contract was awarded to Fairview Construction, Inc. It is anticipated that construction will commence in June and be completed in early fall, 1987.

Pierce School Repairs—Town Meeting authorized \$150,000 for the Pierce School repairs. The Committee of Seven selected Tappe' and Associates to investigate and prepare plans and specifications for the repairs to Pierce School. In May, Tappe' and Associates will present a progress report and projected timetable to the Building Commission.

Rehabilitation of Larz Anderson Park—Town meeting authorized \$1,000,000 for the design and renovation of Larz Anderson Park for recreational, athletic and public park purposes. A reimbursement or grant in the amount of \$900,000 is anticipated from the National Park Service and/or State Urban Self-Help Funds. The project awaits approval of this reimbursement.

Sewer Infiltration-Inflow Study—Town Meeting authorized \$495,000 to perform the second stage of a mandated Sewer Infiltration-Inflow Study. The first stage report was completed nearly one year ago. The State Department of Environmental Quality Engineering recently approved the Stage I report. The State Department must now send written confirmation of a \$445,000 grant to reimburse the Town for the second stage of the study. This study determines the method to reduce the infiltration inflow by the use of sewer television inspections, rainfall simulations, and actual hose inspections to locate cross connections. Consultant Camp, Dresser and McKee will perform the stage two study this year.

Cleaning of Sewer and Main Drain—Town Meeting appropriated \$100,000 for the cleaning of the main drain and common sewer located at St. Mary's Street and Beacon Street. This amount will be added to next year's requested appropriation of \$150,000 for cleaning this main Brookline sewer. Negotiations are underway with consultant engineers to test the toxicity of the sludge to be removed, as required by DEQE, prior to cleaning.

TOWN ADMINISTRATOR



Town Administrator Richard T. Leary

A community that was settled in 1630 and was incorporated as a town 75 years later has a heritage that is deep and a history of which each citizen can well be proud. The Brookline of today is remarkable as a community, justly proud of a distinguished past, yet not content to rest upon the glory that has gone before. A disposition to boast too much of the past is likely to assure an unfruitful future, but Brookline has found in its past not so much a boast as honest pride; and even less of honest pride than of inspiration for the future. As we prepare to celebrate the Bicentennial of the U.S. Constitution, it seems appropriate to relate some of the changes that have taken place in over 280 years of town government in Brookline.

Development of New England Town Government

The early settlers in New England were accustomed to transacting all the affairs of the community in their parish houses or churches. The meetings were presided over by a Moderator, the title which was given usually to the President of a Congregational or Presbyterian Synod and which title is used to the present day for the presiding officer of our Town Meeting.

The Supreme Court has said "The essential and distinguishing characteristics of the Town Meeting form of government is that all qualified inhabitants meet, deliberate, act and vote in their natural and personal capacities in the exercise of their corporate powers. Each qualified voter has an indisputable right to vote upon every question presented, as well as to discuss it, or there is no Town Meeting. This is universally understood as the vital feature of the town system of government as practiced in this Commonwealth continuously from a time long before the Declaration of Independence until the present. This form

of government was the fibre of our institutions when the Constitution was adopted. It is implied whenever the word, 'town' is used in that instrument. It was held in profound esteem and was guarded with zealous care. The public spirit in Massachusetts which led to the opening battles of the Revolution was nurtured and promoted in a large measure by the deliberations and votes in the various Town Meetings.'

The court at another time said, "A Town Meeting is a single gathering of the voters of a town, called for the purpose of considering only those subjects distinctly set forth in the warrant by which the citizens are summoned. Such a meeting, although commonly consisting of but a single session, may be adjourned from time to time in order to finish its business. It is not self perpetuating nor is it a legislative body with fixed sessions. It passes out of existence with the performance of the particular duties which called it into being. Its dissolution without affirmative action as to any matters properly before it is ordinarily equivalent to their rejection. The meeting once dissolved never can be brought into being again. Other business of the town can be transacted only at a new meeting, called upon another warrant which will set forth only the subjects it can pass upon. It is not a representative body, but a pure democracy where the citizens, as to matters within their jurisdiction, administer the affairs of the town. It exercises both legislative and executive functions. The freest discussion prevails, yet in some respects, its proceedings are inherently somewhat summary."

Of the New England Town Meeting, Thomas Jefferson said, "It is the wisest invention ever devised by the wit of man for the perfect exercise of self government and for its preservation."

Lord Bryce in his American Commonwealth said, "Of the type of systems of local government, that of the town with its popular primary assembly is admittedly the best. It is the cheapest and the most efficient, it is the most educative to the citizens who bear a part in it. The Town Meeting has been not only the source, but the school of democracy."

The Selectmen are the administrative officers of the town. They carry out the mandates of the Town Meeting. In early colonial times, all business of the community was transacted in monthly or semi-monthly meetings of the freemen or townsfolk. As the towns grew, this became impracticable and certain of the townsmen were selected for this purpose. This procedure was subsequently authorized by the General Court in 1636 which provided for the election in towns of various officers for certain administrative purposes. They have been referred to as Selectmen—Selected Townsmen—Ye Chosen Men Appointed for Managing the Prudential Affairs—Men Selected for Prudential Affairs, hence the derivative of our present term—Selectmen.

The Selectmen are the executive and administrative officers of the town. They have at times been referred to as Chief Magistrates. Their duties are many and varied both as agents and as public officers. The Selectmen are in fact the directors of a huge corporation, for Brookline is a municipal corporation which received its charter from the Legislature in 1705. We have been particularly fortunate down through the years in the calibre of men and women who have served the town and who have passed on to us a heritage rich in enviable tradition.

Brookline and its Town Government

Although its town government was incorporated in 1705, Brookline was a relatively small community prior to the latter part of the nineteenth century. In 1850 its population was only slightly more than 2,500, and even then it was largely an agricultural community. Important to its later development, however, was the fact that within its boundaries were located many farms owned by well-to-do residents of Boston. This situation has to this day been a factor influencing municipal services rendered by the town government.



First Town Hall, 1825

During the latter part of the nineteenth century, the community began a period of gradual transition which was to result in the town becoming an integral part of the Boston metropolitan area. This transition occurred at a time when large-scale industry was coming into existence. when large migrations from farms to cities and from European countries to America were taking place, when cities throughout the country were increasing in population, and when facilities for rapid transportation and communication were being developed. The effect of these social and economic changes upon Boston also affected Brookline. Many Boston residents moved to their Brookline farms. and other wealthy Bostonians purchased land in Brookline and developed pretentious estates. By 1900, the population of the town had increased to almost 20,000 and Brookline was well established as one of the country's wealthiest residential communities.



Town Green, corner of Walnut and Warren Streets

This growth continued. In 1910 Brookline's population totalled almost 28,000; by 1920 it had increased another 10,000, and in 1930 it amounted to more than 47,000. A transformation in the character of the community also continued during this period. Just as many wealthy Bostonians had moved to Brookline when Boston's population was increasing, many well-to-do Brookline residents were moving on as Brookline's population grew. A considerable number of apartment houses were built in parts of the town, and other sections, formerly occupied by large estates, were subdivided into smaller, single-dwelling properties. These changes resulted in a more heavily concentrated population and in greater congestion of both people and buildings.

As the character of the town changed substantially, Brookline was no longer a community of large estates and large homes which had given us the reputation of the wealthiest community in America. That rating had been due to the fact that the large estates paid relatively heavy taxes and required little in return from the town in the way of public service such as schools, fire and police protection, refuse collection and the usual governmental services. This resulted materially in lower budgetary

requirements and hence our per capita wealth was extremely large. Unquestionably the economic status of Brookline residents had been an important factor in determining the standard of the municipal services rendered by the town government. Wealthy residents of the town had been active in municipal affairs, and had promoted a high standard of service in all fields of municipal activity.

In 1940, the Public Administration Service of Chicago, in its comprehensive survey of the organization and administration of the town, stated:

"Brookline spends far more for police and fire protection than do most municipalities of similar size. The public school system is characterized by small schools, small classes, and a relatively large number of special and supervisory teachers. Per capita expenditures for park and recreation and for libraries exceed those of most other municipalities. Garbage is collected three times each week, whereas most communities consider two weekly collections to be adequate. Highway forces remove snow from sidewalks—a service rendered by very few municipal governments. A considerable sum is expended for the planting and care of street trees—a function which many communities leave entirely to their citizens. Health authorities have placed emphasis. among numerous activities, on fly and mosquito control, weed elimination, and rodent controlactivities often carried on by local public health agencies but seldom as extensively as in Brookline.

It is not contended that the high standard of Brookline's municipal services is undesirable. But it is a factor contributing to higher governmental costs. It is important, therefore, in view of the change taking place in the economic status of the community, that Brookline citizens and officials be cautious in determining local public policy pertaining to these services. It is entirely probable that Brookline citizens may not desire or may not be able to afford the type of service which has been considered desirable in the past."



Second Town Hall, 1845-1872

Over the last forty years, as the estates have disappeared one by one, the real estate developments that have replaced them have resulted in much heavier tax burdens for education and other governmental services. Only one major change in the structure of Brookline's government occurred during the 235 years of the town's existence from 1705 to 1940. Until 1915 Brookline adhered to the traditional form of New England town meeting government, with legislative responsibilities vested in a general assembly type of town meeting and with administrative activities entrusted to a medley of officers, boards, and commissions. However, in 1915. Brookline voters, realizing that a general assembly of citizens no longer adequately served as a legislative body in a town as large as Brookline, established the existing representative town meetina.

The change to a representative town meeting affected only the town's legislative body and left the administrative structure of the government untouched. This fact was significant, because it had been in the field of municipal administration that the most important developments had been made by many other cities and towns. In meeting the greater demands of large populations, these municipalities had found it necessary to simplify their governmental machinery and to institute technical practices and procedures which would facilitate the coordination and control of municipal services. In Brookline, the demands of the community for administrative service far exceeded the time that could be given, in most instances by parttime officers serving on independent boards and commissions. With the continuous growth of the town over the vears, these independent boards and commissions had proven cumbersome, extensive duplication of many operations had resulted, and they had been found wanting when measured in terms of efficient administration. The Board of Selectmen, the town's principal administrative board, was unable to supply the full-time management and coordination of administrative services that was needed.

Modernization of the Town Government

In the early 1940's the town government was a highly decentralized operation with most boards and commissions elected rather than appointed by and under the control of the Selectmen. We began to overcome the more or less autonomous operation of these departments in 1958 when the Town Meeting accepted enabling legislation which authorized the Selectmen to appoint the members of the Planning Board and in 1960 when legislative authorization was likewise granted to appoint the Park Commissioners and the Tree Planting Committee. The decade of the 1960's saw many town agencies reorganized and the beginning of a trend, which later accelerated, to add several new departments. This was inevitable as town government became increasingly complex and demands for additional services multiplied. Town Meeting in 1961 voted that the Board of Assessors should henceforth be appointed by the Selectmen. Early in 1963

the General Court approved legislation providing for the creation of a Department of Public Works and the consolidation of the Park and Recreation Commissions. The appointment of the town's first full-time assessor was effected in 1965, shortly before the revaluation study commenced. The Conservation Commission, immediately upon its establishment in 1966, began to review projects affecting the town's natural resources and to make recommendations to enhance and expand the community's physical assets. A Town Planning Department came into being on July 1, 1968, replacing the former arrangement whereby a professional consultant firm provided planning services to the Planning Board under contract. Later in that year, the Selectmen appointed a Director of Traffic and Parking, acknowledging that the town's traffic problems had reached a critical point and could no longer be dealt with by a part-time Traffic Commission.

As the ten-year period neared its close, changing patterns of urban life and the concentration of student population within the limits of the town further challenged our organizational structure and finally resulted in the acceptance of legislation authorizing the establishment of a Rent Control Board to cope with the problem of sharply increased rentals. Further responses to problems in the social area were reflected in the decisions taken in 1969 and 1970 to institute a youth services program under the auspices of a Youth Resources Council and to appoint a Human Relations Commission for the purpose of implementing the recommendations of the Kerner Commission Report.

The 1970's saw further consolidation of executive power. The Selectmen assumed the responsibilities of the Office of Fire Commissioner in 1973, and a Department of Transportation with a Transportation Board whose members are appointed by the Board of Selectmen, was established in 1974, as was the Historical Commission. In 1981, the park, forestry and cemetery maintenance functions were brought into the public works department.

The foregoing developments resolved the problem of decentralization and placed the town's executive power firmly in the hands of the Board of Selectmen. Further streamlining of our form of government was also occurring in the development of the "Selectmen-Executive Secretary" system of town administration.

Selectmen-Executive Secretary Form of Administration

As the result of a recommendation in the Public Administration Service study referred to earlier, the town's first Executive Secretary was appointed in 1942. The development of this administrative position over the years is inseparably linked to the career of Arthur A. O'Shea, Brookline's Executive Secretary for more than twenty-five years and my distinguished predecessor in that office. Mr. O'Shea was unquestionably the right man in the right place to accept a new assignment from the Board of Selectmen when they felt the need for a new sort of town

administrator. The specifications of the position of Executive Secretary at the time of Mr. O'Shea's appointment were as follows:

- 1) It shall be his duty to see that the orders and policy of the Board of Selectmen are carried out.
- 2) He shall act as liaison officer between said Board and other boards, commissions and committees and heads of departments of the town and shall otherwise assist said Board in such manner as it may direct in the encouragement of close cooperation among such boards, commissions, heads of departments and employees, to the end that the most efficient and economical administration of the local government may be obtained.
- 3) He shall have general supervision of the employees in the Selectmen's Office and the organization, systems, practices and routines of said office.
- 4) He shall collect and furnish said Board with information bearing on questions coming before it for decisions.
- 5) He shall supervise the preparation of the Town Report and shall prepare such other reports as said Board may require from time to time.
- 6) He shall keep informed of the trends, costs and practices in other communities and shall from time to time make recommendations in connection therewith.
- 7) He shall act as public relations officer and shall receive, investigate and answer complaints or refer them to the proper department for attention and shall, when advisable, make recommendations to the Board of Selectmen with respect thereto.
- 8) He shall supervise the workmen's compensation agent.
- 9) He shall be an ex-officio member of committees appointed by the Board to consider such problems.
- 10) He shall likewise, when so directed, report to the Board of Selectmen of hearings involving the interests of the town.
- 11) He shall work with such administrative problems that may be delegated to him from time to time and shall perform such other related duties and services as may be assigned to him.



Third Town Hall, 1872-1964

The appointment of an Executive Secretary in 1942 was made without the necessity for legislation because no direct powers to carry out these duties or to effect the desired results were assigned to him.

In 1958, a Moderator's Committee, generally referred to as The Committee Appointed to Study the Question of a Town Manager Form of Government, concluded that the town should not adopt the manager form. The committee believed that its proposals, which were arrived at after exhaustive study, would produce many of the gainful results that might reasonably be expected from a town managership while at the same time minimizing the risks that had characterized the experience of many other communities with manager charters. More effective budgetary control and a greater coordination of activities were cited as two of the most important advantages generally associated with a town manager. The committee visualized a staff officer with a working knowledge of town operations acting as an informed advisor to the authorities charged with overall budgetary review and the general supervision of the several town departments. It further expected that the person charged with these budgetary review and departmental coordination functions would be able to advise the Selectmen and the departments falling within their jurisdiction on ways of achieving maximum efficiency and coordination. At the following Annual Town Meeting in 1959 it was unanimously voted to substantially broaden the powers of the Executive Secretary in accordance with the recommendations of the study committee. The following is a summary of the actions taken at that meeting:

With respect to those departments, the heads of which are appointed by the Selectmen, the Executive Secretary shall

- 1) Participate in the preparation of departmental budgets.
- 2) Recommend to the Selectmen any changes he deems necessary in those budgets finally submitted by the departments to the Selectmen and give the reasons for each recommendation.
- 3) Make available to the Advisory Committee those budget recommendations and the reasons therefor.



Town Meeting in Third Town Hall-1935



Present Town Hall, built 1964

As to those departments, the heads of which are not appointed by the Selectmen, he shall

- 1) Examine the budgets of such departments.
- 2) Upon request of the Advisory Committee, make recommendations to that Committee with respect to such budgets.

As to all departments, he shall

- 1) Recommend to the appropriate authorities such changes in budgetary procedures as he may deem desirable and shall have these additional functions:
 - a) Inform himself with respect to the responsibilities and activities of the various departments of the town
 - b) Advise the Selectmen and those departments, the heads of which are appointed by them, on ways of achieving maximum efficiency and coordination of the activities of those departments.
 - c) Take such administrative actions as are necessary to carry out the policies and directives of the Selectmen.
 - d) Act as liaison officer between those departments, the heads of which are appointed by the Selectmen, and other departments.
 - e) Prepare annually a written report on the activities of his office.
 - f) Perform such other functions as the Selectmen may assign to him from time to time.

The formal assignment of these responsibilities, actual and implied, elevated the position of Executive Secretary in Brookline to one encompassing broad managerial functions.



Town Administrator Legislation

The enactment of Chapter 270 of the Acts of 1985, an act establishing the position of Town Administrator in the Town of Brookline, represented a milestone in the history of our town administration. The Selectmen-Executive Secretary form had served us extremely well for some forty-four years, but times do change and the needs of towns, particularly the larger ones or those that are growing at a rapid pace, change accordingly. It had been twenty-seven years since Town Meeting had last voted a formal assignment of duties and responsibilities to the Executive Secretary. At that time the assignment of budget and departmental coordination functions represented a significant step forward.

The legislation which was proposed by the Committee on Town Organization and Structure, endorsed by the Selectmen and Advisory Committee, and passed overwhelmingly by Town Meeting, is a measure that does not provide for a drastic change in the Brookline town government, although it is much broader in scope than the 1959 action. It goes a long way towards delineating the most appropriate roles in the 1980's for the Board of Selectmen and the chief administrative officer in Brookline—now the Town Administrator. Specifically, Chapter 270 provides that the administrator shall perform and discharge the following functions and duties:

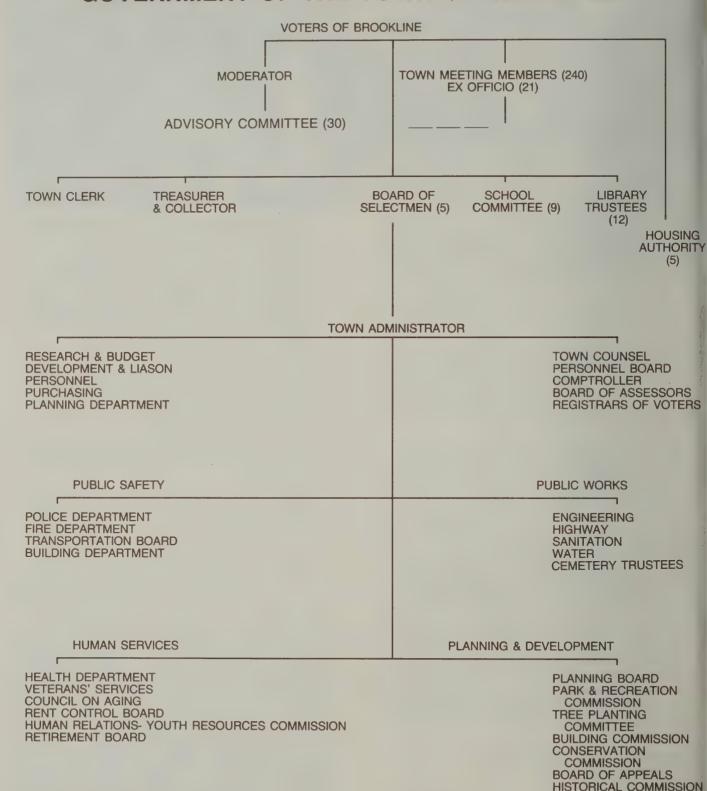
- (a) daily administration of the town;
- (b) recruitment and recommendations for appointment by the Board of Selectmen of all department heads, except the Librarian, School personnel, Treasurer/Collector, Town Clerk, and any department head whose appointment is otherwise provided for by statute;
- (c) supervision, written evaluation and training of all department heads except personnel in the school department;
- (d) coordination of intra- and inter-governmental affairs;
- (e) acting as the administrative spokesperson for the town;

- (f) formulation of the annual financial plan including detailed projections of all revenues and expenditures;
- (g) recommendations with respect to departmental and non-departmental expenditures, the capital improvement plan submitted by the planning board, the financial impact of warrant articles, and guidelines for collective bargaining;
- (h) approval of payment and expense warrants upon the treasury of the town, under section fifty-six of chapter forty-one of the General Laws;
- (i) recommendations for the removal for just cause, by the Board of Selectmen, of any department head appointed by the Selectmen;
- (j) recommendations concerning collective bargaining proposals for the town, exclusive of the School Department;
- (k) performance of such other duties and responsibilities as are delegated to the administrator by the Board of Selectmen.

We have made significant progress over the past year and one-half in implementing the provisions of the Town Administrator legislation. The Administrator's Financial Plans for FY87 and FY88 have been very well received, and recommendations in the personnel area have invariably been accepted. The executive branch of town government has been strengthened with the Selectmen now able to concentrate on policy approaches for housing, development, zoning, transportation, health, recreation and all other local programs. Clearly, we possess the machinery for effective government.

In Brookline we are most fortunate to have a town government which sets and meets high standards for delivery of services coupled with an exceptional degree of citizen involvement and interest. It is important that we not lose sight of the traditions that have made Brookline different—the seed of good government has been planted deeply in these traditions, and to posterity may we say, "Let history repeat itself."

GOVERNMENT OF THE TOWN OF BROOKLINE



TOWN MODERATOR



Town Moderator Carl M. Sapers

No one is certain of the origins of the New England town meeting. The trained historian is unwilling to admit that such phenomenon could spring whole from the democratic impulse of the Puritan forefathers; but there appear to have been no models, no antecedents. One student of our early history observed that in the newly settled New England,

"democracy met its fullest expression not only because of the absence of restraints, remoteness from settled areas (and) the rigors of a frontier. . . but because there was the most urgent need for an extreme personal cooperation that required each man to find his station in the local public service."

The first statutory embodiment of that democracy came in the Body of Liberties enacted by the General Court in 1641 conferring on the freemen of every township the power to make such laws and constitutions,

"as may concerne the wellfare of their towne, provided they be not of a criminall, but onely of a prudentiall nature...and that they be not repugnant to the publique laws and orders of the countrie."

Sir Edmund Andros, the King's governor of Massachusetts, arrived in Boston in 1686. He and his liege master in England distrusted the local democracy which had flourished in the Colony for forty years. Andros concluded that he could only control his subjects if he staunched the wellspring of democracy and quickly ordered that, except for the purpose of choosing town officers, it would be unlawful for the inhabitants of any town to assemble in town meeting. Not only did brave citizens disobey the tyrannical order, they used the town meeting as the means of organizing an opposition which ultimately overthrew and imprisoned Andros.

Nearly 100 years later, these same town meetings

resolved to declare independence from England months before the decision at Philadelphia. As a Tory observer wrote:

"The town meeting at Boston is the hot-bed of sedition. It is there that all their dangerous insurrections are engendered; it is there that the flame of discord and rebellion was first lighted up and disseminated over the Provinces."

Once more, the King and English Parliament forbade town meetings in Massachusetts without leave of the King's governor. But the great Revolution settled for the next 200 years our right to hold town meetings to govern ourselves in each New England town.

It is useful to recall this history and the rich legacy which our courageous predecessors conferred on all of us when we hear and read of pockets of dissatisfaction within the town with our form of government. I have lived my entire life "south of Beacon Street" and, while as Moderator, it is inappropriate for me to take sides between the interests of tenants and the interests of single-family house owners, I cannot fail to observe that the single-family owners who once dominated Brookline town meeting have lost that dominant position in recent years while tenants have consolidated their power at town meeting. This does not reflect a flaw in our system of government; on the contrary, it is proof that the system works and those citizens who participate most energetically in the process are able to get their position adopted. My counsel to my neighbors who seem disaffected is not dispair; you should use the at-large election for town meeting this spring to encourage people of like mind to run for town meeting. Town meeting will be dominated by one group or one political idea only if those who chafe at the idea fail energetically to oppose it.

The town meeting works wonderously when each man and each woman realizes the urgent need to find his or her station in the local public service.

TOWN MEETINGS

Highlights

1986 ANNUAL TOWN MEETING May 27, 1986

Moderator Carl M. Sapers called to order the Annual Town Meeting on Tuesday, May 27, 1986 at 7:30 p.m. There were forty-three articles contained in the Warrant of the Annual Town Meeting. The meeting was dissolved at 12:20 a.m. on June 6, 1986.

SPECIAL TOWN MEETING May 27, 1986

A three article Special Town Meeting scheduled for 8:30 p.m. on Tuesday, May 27, 1986 was dissolved at 8:46 p.m. on May 27, 1986.

SPECIAL TOWN MEETING November 18, 1986

A thirty-three article Special Town Meeting scheduled for 7:30 p.m. on Tuesday, November 18, 1986 was dissolved at 11:21 p.m. on November 20, 1986.

Summary of Actions Taken

ANNUAL TOWN MEETING May 27, 1986

ARTICLE 1. Measures of Wood and Bark, appointment of. It was passed by a Unanimous Vote that the number of Measurers of Wood and Bark be two.

ARTICLE 2. **Temporary Borrowing**. It was Voted Unanimously to borrow money from time to time.

ARTICLE 3. Classification and Pay Plans, amendments (Article 1-B of the Town By-Laws). No Action was taken on this Article.

ARTICLE 4. Annual Appropriation Article. Voted to adopt an operating budget of \$70,726,601.00 for fiscal year 1987.

ARTICLE 5. Authorization to the Town Treasurer to enter into compensating balance agreements, subject to the approval of the Selectmen. Favorable Action was taken by a Unanimous Vote.

ARTICLE 6. Increasing Retirement Allowance of Employees injured in the line of duty, in accordance with Chapter 32, Section 90A. No Action was taken on this Article.

ARTICLE 7. Special Appropriations, closeout of unencumbered balances. No Action was taken on this Article.

ARTICLE 8. Unpaid bills of prior years, payment of. Favorable Action was taken by a Unanimous Vote.

ARTICLE 9. Appropriation of Free Cash. No Action was taken on this Article.

ARTICLE 10. Reallocation of FY86 Community Development Block Grant Funds. Favorable Action was taken by a Majority Vote.

ARTICLE 11. Amendment to Fire Department Fee Schedule. Favorable Action was taken by a Majority Vote.

ARTICLE 12. Amendment to Zoning Bylaws - Beacon Street. No Action was taken on this Article.

ARTICLE 13. Amendment to Zoning Bylaws - Beacon Street. Favorable Action was taken.

ARTICLE 14. Amendment to Zoning Bylaws - I-1.0 Industrial Service District Regulation. Favorable Action was taken.

ARTICLE 15. Amendment to Zoning Bylaws - Brookline Avenue. A motion of Favorable Action was Defeated.

ARTICLE 16. Amendment to Zoning Bylaws - Hallwood Road (By Petition). A motion of Favorable Action was Defeated.

ARTICLE 17. Authorization for Selectmen to set up a Comprehensive Plan Review Committee (By Petition). No Action was taken on this Article.

ARTICLE 18. Suspension of the issuance of all new building permits until completion of proposed Comprehensive Town Plan (By Petition). It was Voted that this Article be referred to the Comprehensive Plan Review Commission.

ARTICLE 19. Amendment to Town Bylaws - Article XXXVIII - Rent and Eviction Control: Definition of "Existing Tenant". A motion of Favorable Action was Voted as Revised.

ARTICLE 20. Amendment to Town Bylaws - Article XXXIX - Conversion of Multi-family Rental Housing: Date of Execution of Purchase and Sale Agreement. A motion of Favorable Action was Voted as Amended.

ARTICLE 21. Amendment to Town Bylaws - Article XXXVIII - Rent and Eviction Control - Section 4(a): Composition of the Rent Control Board. Favorable Action was taken by a Majority Vote.

ARTICLE 22. Amendment to Town Bylaws - Articles XXXVIII and XXXIX: Granting of removal permits upon submission of affidavit of owner. No Action was taken on this Article.

ARTICLE 23. Amendment to Town Bylaws - Articles XXXVIII and XXXIX: Application process and rendering of decision. No Action was taken on this Article.

ARTICLE 24. Amendment to Town Bylaws - Articles XXXVIII and XXXIX - Removal permits; amnesty date of February 11, 1986. No Action was taken on this Article.

ARTICLE 25. Amendment to Town Bylaws - Article XXXIX - Removal permits; amnesty provision for non-controlled rental housing. Favorable Action was taken by a Majority Vote.

ARTICLE 26. Amendment to Town Bylaws - Article XXXVIII - Removal permits: investment units sold prior to February 11, 1986. No Action was taken on this Article.

ARTICLE 27. Amendment to Town Bylaws - Article XXXVIII - Section 3 - Definitions of "owner-occupied two or three-family house". No Action was taken on this Article.

ARTICLE 28. Amendment to Town Bylaws - Article XXXVIII - Section 9A: Removal permits - exemption for existing tenants. No Action was taken under this Article.

ARTICLE 29. Amendment to Town Bylaws - Article XXXIX - Section 2: Definition of "existing tenant". No Action was taken on this Article.

ARTICLE 30. Amendment to Town Bylaws - Article XXXVIII and XXXIX - Section 9A: Repeal of 60% rule. No Action was taken on this Article.

ARTICLE 31. Amendment to Town Bylaws - Add new Article relative to condominium conversion and protection of tenants. Favorable Action was taken by a Majority Vote.

ARTICLE 32. Acceptance of legislation authorizing the Town to regulate the licensing of dogs. A motion of Favorable Action was Voted as Revised.

ARTICLE 33. Amendment to Town Bylaws - the establishment of a Commission on the Handicapped. This Article was referred to the 1986 Fall Town Meeting.

ARTICLE 34. Amendment to Town Bylaws - delegation of certain licensing duties. Favorable Action was

taken by a Unanimous Vote.

ARTICLE 35. Amendment to the Town Bylaws - Regulation of the placement of rubbish containers on sidewalks. This Article was referred to the 1986 Fall Town Meeting.

ARTICLE 36. Amendment to Town Bylaws - to restrict the hours during which the engines of certain vehicles may be left idling. Favorable Action was taken by a Majority Vote.

ARTICLE 37. Amendment to Town Bylaws - Town Meeting to be governed by Robert's Rules of Order (By Petition). A motion of Favorable Action was Defeated as revised.

ARTICLE 38. Amendment to Town Bylaws - add new section Article I-C Town Meeting Procedures, relative to saluting the flag and singing the national anthem (By Petition). A motion of Favorable Action was Defeated.

ARTICLE 39. Renaming of intersection of Harvard and Washington Street, "The Francis J. Hickey Square" (By Petition). It was Voted Unanimously to name the triangle at the intersection of Harvard and Washington Streets, the Francis J. Hickey Triangle and allow the placement and maintenance of a suitable plaque or bust.

ARTICLE 40. Divestiture of Securities in Soviet Union and other Countries (By Petition). No Action was taken on this Article.

ARTICLE 41. Town Meeting approval of executive and department heads salaries (By Petition). No Action was taken on this Article.

ARTICLE 42. Terms and conditions for the lease of town-owned property (By Petition). It was Voted by a majority to authorize and direct the Board of Selectmen to establish rents for town-owned residential properties at fair market rates determined every three years by outside appraisal.

ARTICLE 43. Reports of Town Officers and Committees. No Action was taken on this Article.

SPECIAL TOWN MEETING May 27, 1986

ARTICLE 1. Revisions to FY86 Appropriations. Favorable Action was taken by a Unanimous Vote.

ARTICLE 2. Revisions to FY86 Revenue Sharing Appropriation. Favorable Action was taken by a Unanimous Vote.

ARTICLE 3. Appropriation of funds for the reconstruction of the brick wall at the Lincoln Primary School (By Petition). No Action was taken on this Article.

SPECIAL TOWN MEETING November 18, 1986

ARTICLE 1. Collective Bargaining Agreements, approval of. Favorable Action was taken by a substantial Majority Vote, as revised.

ARTICLE 2. School Collective Bargaining Agreements, approval of. Favorable Action was taken by a Unanimous Vote.

ARTICLE 3. Appropriation of funds for plans and

specifications for the renovation of the High School Science Labs (\$140,000). Favorable Action was taken by a Unanimous Vote.

ARTICLE 4. Unpaid bills of prior years, payment of. Favorable Action was taken by a Unanimous Vote

ARTICLE 5. Appropriation of funds for the Longwood Mall Beech Tree Fund (\$4,786). Favorable Action was taken by a Unanimous Vote.

ARTICLE 6. FY88 Community Development Block Grant application. It was Voted, by a Majority to authorize the Board of Selectmen to file preapplications and applications for funds totalling \$1,025,000.

ARTICLE 7. Legislation - An Act to establish a Property Rehabilitation Revolving Loan Fund. Favorable Action was taken by a Unanimous Vote, as amended, to petition the General Court.

ARTICLE 8. Transfer of FY87 CDBG funds to a Housing Rehabilitation Trust Fund. It was Voted by a Majority to authorize the Comptroller to transfer certain funds to the Housing Rehabilitation Loan Fund.

ARTICLE 9. Approval and acceptance of the Lynch Recreation Trust Fund. Favorable Action was taken by a Unanimous Vote.

ARTICLE 10. Amendment to Zoning Bylaws - Miscellaneous changes. Favorable Action was taken by a Unanimous Vote as Revised.

ARTICLE 11. Suspension of the issuance of certain building permits until completion of a Comprehensive Town Plan. No Action was taken on this Article.

ARTICLE 12. Amendment to Town Bylaws, Article XXXIX - Conversion of Multi-family Rental Housing. Favorable Action was taken as Revised.

ARTICLE 13. Amendment to Town Bylaws - Delete references to Executive Secretary and substitute therefor Town Administrator. Favorable Action was taken by a Unanimous Vote.

ARTICLE 14. Amendment to Town Bylaws - Change the expiration date of appointments made by the Selectmen to August 31. Favorable Action was taken by a Unanimous Vote.

ARTICLE 15. Legislation - An Act to change the expiration date of appointments made by the Selectmen to August 31. Favorable Action was taken by a Majority to petition the General Court.

ARTICLE 16. Amendment to Town Bylaws - Article XXI, Section 3 - Non-criminal disposition for violation of zoning bylaw, and rules and regulations. Favorable Action was taken by a Unanimous Vote.

ARTICLE 17. Amendment to Town Bylaws - Article XVIII, s.17a - Placement of trash for collection. Favorable Action was taken by a Majority Vote.

ARTICLE 18. Amendment to Town Bylaws - Article XIX, s.40 - Separation of trash for recycling purposes. Favorable Action was taken by a Majority Vote as Amended.

ARTICLE 19. Amendment to Town Bylaws - Article XIX, s.39 - Toilet facilities on premises of Common Victuallers. Favorable Action was taken by a Majority Vote as Revised.

ARTICLE 20. Amendment to Town Bylaws - Article XXII, Section 3, Restraint of Dogs (By Petition). No Action was taken on this Article.

ARTICLE 21. Legislation - An Act establishing Housing and Open Space Trust Funds and providing for a real estate transfer fee. Favorable Action was taken by a Majority Vote as amended.

ARTICLE 22. Legislation - An Act relative to the appointment of a Fire Chief. No Action was taken on this Article.

ARTICLE 23. Legislation - An Act to increase the size of the Transportation Board from six to seven members. A motion of Favorable Action was Defeated.

ARTICLE 24. Legislation - An Act to authorize the Selectmen to appoint Park Police Officer Francis O'Kane as a Police Officer. Favorable Action was taken by a Unanimous Vote.

ARTICLE 25. Acceptance of Chapter 44 s.8J - Establishment of a local Handicapped Commission. Favorable Action was taken by a Unanimous Vote.

ARTICLE 26. Acceptance of Chapter 44, s.53F - Establishment of Enterprise Funds. No Action was taken on this Article.

ARTICLE 27. Acceptance of Chapter 59, s.57A - Payment of property taxes. Favorable Action was taken by a Unanimous Vote.

ARTICLE 28. Authorize the sale of land on Martha's Lane. Favorable Action was taken by a Unanimous Vote as Revised.

ARTICLE 29. Authorize the sale of land on Kerrigan Place. No Action was taken on this Article.

ARTICLE 30. Transfer of land adjacent to the Lawton Street Playground to the Park and Recreation Commission. No Action was taken on this Article.

ARTICLE 31. Acceptance of Forest Street as a public way. No Action was taken on this Article.

ARTICLE 32. Discontinue a portion of Columbia Street as a public way. (By Petition). Favorable Action was taken by a Majority Vote.

ARTICLE 33. Reports of Town Officers and Committees. No Action was taken on this Article.

1986 TOWN MEETING MEMBERS ATTENDANCE RECORD

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1986 TOWN MEETING MEMBERS ATTENDANCE RECORD

D in ad	Nama	Eligible	Asserted a			Eligible	
Precinct		to attend		Precinct	Name	to attend	Attended
AL	Frances Halpern	6	6	06	Robert J. McCain	6	6
13	Bruce W. Hamblin, Jr.	6	6	14	Peter M. McDonald	6	4
14	Jeffrey E. Harris	6	6	14	Brian E. McMahon	6	6
05	Mary J. Harris	6	5	16	Helen C. Merrill	6	6
10	Dorothea Hass	6	6	14	Michael W. Merrill	6	4
12	Serena Heartz	2	2	13	Mark A. Michelson	6	6
14	Dorothy M. Heffernan	6	6	11	Peter B. Miller	6	6
05	James Hennessey, Jr.	6	5	04	Daniel J. Moroney	6	5
03	John A. Hermos	6	6	10	Jeffrey G. Morris	6	6
05	Joan Hertzmark	6	6	01	Alan R. Morse, Jr.	6	6
15	Elizabeth M. Hirshom	6	5	01	Stephen R. Morse	6	6
15	William I. Hirshom	6	6	04	Thomas H. Mulvey	6	6
01	Edward D. Hofeller	6	4	AL	Eleanor Myerson	6	6
03	Margaret A. Hogan	6	5	09	Burton Nadler	6	6
06	Peter R. Hollands	6	6	07	Louis I. Novakoff	6	6
07	Lawrence A. Horlick	6	5	05	Phyllis R. O'Leary	6	6
07	Nadine Houston	6	3	01	Marjorie O'Malley	6	6
15	Margaret P. Hurley	6	5	14	Patricia Ostrander	6	6
16	June Hurwitz	6	6	06	Gerald S. Parker	6	2
06	Howard A. Husock	6	6	03	Daniel G. Partan	6	6
07	Susan Isbitsky	6	6	02	Edith G. Pearlman	6	6
10	Anne A. Jackson	6	6	06	Joan E. Pollard	6	6
06	Susan A. Jacobson	6	6	12	Elizabeth S. Pollock	6	6
09	Julia Johnson	6	6	08	Shirley Radlo	6	6
04	Myrna Kahn	6	6	02	Laurence H. Reece III		5
04	Robert A. Kahn	6	6	05	Robert A. Regan	6	6
09	Robert L. Kann	6	6	15	Margaret Richardson	6	6
AL	Estelle Katz	6	6	11	Edward L. Richmond	6	6
07	Paul Katz	6	5	01	Michael Robbins	6	6 5
03	Pauline Ponnie Katz	6	6	04	Thomas C. Robinson	6	6
12	Garabed Kayakachoian		6	08	Yolanda Rodriguez	6 6	6
16	Gerald P. Koocher	6	6	02	Evelyn A. Roll	6	4
08	Eli Korisky	6	4	11	Ada F. Roochvarg		4
11	Dorothy I. Krimsky	6	5	07	Bernice Rosenbaum	6	6
12	Joan B. Lamphier	6	6	AL	Martin R. Rosenthal	6	6
11	Tania R. Langerman	6	3	09	A. Joseph Ross	6 6	5
06	Virginia W. LaPlante	6	6	01	Thalia Rubio Deborah D. Rudman	6	6
14	Mary E. Larkin	6	4	15		6	6
04	Laurie R. Leibowitz	6	1	16	Phyllis G. Ryack	6	6
08	Gusta Leinwand	6	6	AL	Carl M. Sapers Joseph I. Sargon	6	1
08	Adriane G. Levy	6	6	13 12	James Schlesinger	6	6
16	Beatrice Levy	6	6	12	Laura B. Schlesinger	6	6
01	Brenda G. Levy	6	4	10	Ann Lee Schreiber	6	6
10	Mark Levy	6	6	02	Barbara C. Scotto	6	4
10	Pauline Levy	6	6	13	Barbara M. Senecal	6	3
08	Ralph B. Levy	6	4	AL	Zvi A. Sesling	6	6
12	Patricia Libbey	6	5	15	Francis G. Shaw	6	5
08	Hal Lieberman	6	6	11	Joel M. Shaw	6	6
12	Sandra Bonnie Low	4	0	03	Samuel E. Shaw II	4	4
02	Joyce Lee Malcolm	6	6	11	Joel D. Shield	6	6
04	Charles W. Manning,		5	12	Stanley Shuman	6	6
02	Judith E. Mason	6	5	AL	Shirley Sidd	6	5
04	William J. McAteer	6	5	33 AL	Sililley Slud	0	9

33

1986 TOWN MEETING MEMBERS ATTENDANCE RECORD

Precinct	Name	Eligible to attend	Attended
		6	6
09	Albert A. Silverman	6	6
11 13	Anita Silverman Judith A. Smith	6	0
09	Frank I. Smizik	6	6
08	Lester S. Snierson	6	3 6
08	Samuel Spiegel	6	
02	Stanley L. Spiegel	6	6
14	Shepard Spunt	6	6
13	Robert M. Stein	6	4
03	Aron Steinberg	6	6
07	Cathy D. Stern	6	4 6
02	Meyer Stern	6	
12 02	Sandra Stotsky Susan M. Tachau	6	6
	Betsy Tarlin	6 6	6 6
09 09	Fred A. Taub	6	4
09	Leonard Thomas	6	6
16	Elizabeth V. Tobin	6	6
11	Ann C. Tolkoff	6	6
09	Gerald M. Tuckman	6	6
13	John VanScoyoc	6	6
12	Sandra VonLichtenberg		6
13	Claire R. Waldman	6	6
04	George Walsh	6	3
14	Gerald J. Walsh	6	5
10	Sidney Weinberg	6	6
16	Cheryl S. Weinstein	6	4
02	Stephen Weiss	6	6
12	Helene Weitzenkorn	6	6
06	Karen Marie Wenc	6	6
02	Russell T. Werby	6	3
12	M. Wallis Wickham	6	6
10	Henry T. Wiggin	6	5
08	Florence Wilder	6	6
01	Thomas B. Williams, Jr.	6	5
16	Esther P. Wilson	6	6
03	Richard A. Yoder	6	4
07	Seymour A. Ziskend	6	6
06	Charles G. Zuckerman	6	6
06	Natalie G. Zuckerman	6	6

GENERAL GOVERNMENT

Town Clerk

The year 1986 began with the Annual Town Election on May 6, 1986. 22.2 percent of the eligible registered voters participated in this election.

Town Meeting Members convened at the High School Auditorium on Tuesday, May 27, 1986 at 8:00 p.m. This Meeting was adjourned to Wednesday, May 28, Tuesday, June 3, Thursday, June 5 and was dissolved on Friday, June 6, 1986 at 12:20 a.m., in order to complete the forty-three Article Warrant.

Also on Tuesday, May 27, 1986 a three article Special Town Meeting was called for 8:30 p.m. and was dissolved at 8:46 p.m. that same evening.

On Tuesday, September 16, 1986 the State Primary was held. 26.1 percent of the eligible Registered Voters participated in this election.

On Tuesday, November 4, 1986, the State Election was held. 52.8 percent of the eligible Registered Voters participated in this election.

On Tuesday, November 18, 1986 a Special Town Meeting, containing thirty-three articles was convened at 7:30 p.m. This meeting was adjourned to and dissolved at 11:21 p.m. on November 20, 1986, in order to complete the business of the Warrant.

There were 426 births recorded for the year, pending final results from the City of Boston. There were 566 deaths recorded, pending final results. There were 574 marriage intentions filed during 1986 and 561 marriages recorded.

CY 1986

Conservation Licenses	\$426.70
Dog Licenses	7,214.50
Certified copies	14,969.00
Marriage Licenses	8,565.00
Commercial Code Filings	7,834.00
Business Certificates	2,344.00
Gasoline Permits	1,400.50
Board of Appeals Filings	6,950.00
Miscellaneous Receipts	8,280.85

\$57,984.55

CONSERVATION LICENSES

Fish & Game Licenses issued	\$10,919.95
Paid to Comm. of Mass.	10,493.25
Paid to Town Treasurer	426.70

Registrars of Voters

There were three Elections in 1986 and the Board of Registrars held eighteen Registration Sessions at the Town Hall, the Fire Station at Babcock Street and the Fire Station at Eliot Street for the May 6 Town Election, the September 16 State Primary and the November 4 State Election. There were 34,883 Registered Voters eligible to vote in 1986.

The Town Census for 1986 was 58,923, a decrease of 279

from 1985.

POLITICAL PARTIES

Registered Voters	34,883
Democrats	15,032
Republicans	3,304
Independents	16,547

Town Counsel

The responsibility of Town Counsel's Office is to provide the Town with those legal services that are necessary to protect its financial interests, minimize its liability and obligations in contract and tort claims, advise and provide documents and votes and opinions for Town Meeting, the Selectmen, elected boards, committees and officials and all other town agencies, defend all claims against the community and initiate court action when needed, handle all self-insurance claims and settlements, represent the town before administrative agencies, prepare or review all contracts and other legal documents involving the town and review existing and proposed programs and activities in order to avoid future liability and claims, including day to

day informal advice as well as formal opinions and memoranda. In 1984, Town Counsel's Office took over representation of the Town in Appellate Tax Board cases, including all appeals and further judicial review. The Appellate Tax Board is an administrative court that hears and decides disputes between taxpayers and local Boards of Assessors.

The permanent staff of Town Counsel's Office is Town Counsel, Associate Town Counsel and two paralegal secretaries, one of whom is responsible primarily for Appellate Tax Board work.

In 1986, Town Counsel's Office devoted substantial time to representing the town's interests in litigation—actual law

suits—in which the town is a party. Every year Town Counsel's Office defends tort and civil rights actions brought against town employees, constitutional challenges to town by-laws, appeals from zoning board decisions, eminent domain proceedings, worker's compensation and special education cases, retirement and civil service appeals and numerous personal injury and property damage suits. In addition, counsel brings suits on behalf of the town in a broad range of cases, including appeals from state administrative decisions, actions on behalf of the town to redress injuries to town property or recover funds paid to injured employees as the result of third party negligence, actions to enforce town by-laws and regulations and foreclosure proceedings against real estate tax delinquents.

In 1986 Town Counsel's Office continued the process of reducing the number of active cases. The office is particularly proud of the resolution of the following three civil rights claims against Brookline police officers:

Case 1: The plaintiff sought \$1,000,000 for alleged assault, battery and civil rights violations by a police officer. After a jury trial in June, 1986, the jury returned a verdict for the Brookline police officer.

Case 2: The plaintiff sought \$200,000 in compensatory and punitive damages for an alleged beating by several police officers. A settlement of \$2500 resolved this litigation.

Case 3: The plaintiff sued for \$1,000,000 because he claimed that the use of a police department telephone which records calls violated his right to phone his attorney after arrest. The suit was dismissed after extensive briefs and arguments.

Another significant function of counsel is to provide legal advice and assistance to the Board of Selectmen, department heads and employees. During the past year the office furnished informal and formal legal opinions, drafted and approved most municipal and school contracts, met with groups of town and school employees to discuss particular legal questions, and advised the Selectmen and the School Committee in quasi-judicial actions such as licensing determinations and employee disciplinary hearings

One of counsel's most important responsibilities is to assist town officers, employees and citizens in the preparation of articles and motions for Town Meeting (the legislative arm of town government) including amendments to town by-laws and all other proposed legislation. Articles and the final warrant are submitted and reviewed as to form and legality. Motions for each article in the warrant are drawn and the quantum of vote required for passage of each motion is either noted on the motion or set forth in a letter to the Moderator.

Purchasing

The goal of the Purchasing Department is to maximize value from funds expended for materials, supplies, and equipment. This objective encompasses the requirements of every Town Department and the School Department including the School Lunch Program. The procurement process involves receiving and reviewing requisitions, clarifying specifications, preparation of quotations and bids, issuing purchase orders, the award of contracts, and the filing of minority business enterprise utilization reports. During 1986, the Purchasing Department issued 7,722 purchase orders, 488 written requests for quotation, and 146 advertised bids.

Formal procedures are required to manage the multimillion dollar volume and to assure compliance with the laws and regulations governing the expenditures of public funds. A Purchasing Department Procedure Manual was recently completed. The manual describes in a detailed, logical sequence the steps required to initiate and complete the procurement process. Beginning with the Purchasing Department organization, the manual covers emergency purchases, the standard procurement cycle, requirements planning, requisitions, purchase orders, department files, records retention schedule, By-Laws and forms inventory.

A contract for the new Town wide telephone system was executed in March, 1986 and cutover to the new system occurred on August 29, 1986. The project involved placing new cable in all buildings, new electronic switching equipment, and new full featured hand sets. Because of

the magnitude of the project, a new exchange (730) was established for the Town of Brookline. Cutover to the new system was made without difficulty because of the coordinated effort which went into planning and executing the project.

Although established as a department for the purchase of supplies, the Purchasing Department has increasingly become involved with the procurement of services. In some instances Purchasing performs the public bid opening and refers the bids to other departments for award. In other instances Purchasing prepares the specifications, handles the bid process, recommends award, and becomes involved in contract administration on a continuing basis. Some service requirements which were processed through Purchasing in 1986 were moving voting machines, revaluation services, banking services, insurance, publishing legal notices, on-line library cataloging services, and ambulance service.

Purchasing worked closely with the Emergency Medical Service Operations Committee during all phases of contracting for ambulance service. Specifications were drafted in August; reviewed, revised, and mailed to bidders in October; opened in November, and a contract was awarded in December by the Board of Selectmen to Brewster Ambulance Service. The contract is for a three year period and calls for the implementation of Advanced Life Support Services with Beth Israel Hospital providing on-line medical direction to the ambulance service's EMT paramedics. The ambulance service contract will be user

fee supported and will not require a subsidy by the Town.

Considerable time and effort has been spent analyzing the sixteen proposals submitted for Town wide data processing systems. It has become apparent during the review process that no single vendor is able to meet the full array of the Town's data processing requirements. A

final decision on which vendors are chosen to supply hardware and software will hinge on judging who is best able to meet the Town's highest priorities with the expectation that additional effort and resources will have to be spent to provide a total solution.

Personnel Board

Johanna Harris was appointed to the Personnel Board on January 21, 1986 to replace Stephen C. Ford. Ms. Harris, an attorney, brings in-depth government and private sector experience in a wide variety of labor and personnel issues that will be of great assistance to the Personnel Board in developing policy recommendations for the Board of Selectmen on human resource issues facing the Town now and in the future.

Two-year labor contracts effective July 1, 1986 were negotiated with all employee unions except the police and fire unions. Key features of the settlements included a 5.0% salary increase for FY 87, a 5.5% increase for FY 88, and a commitment to adopt Blue Cross/Blue Shield Master Health effective July 1, 1987. The Master Health Plan will continue the benefit levels provided in the current BC/BS Master Medical Plan, but add four major cost containment features: prehospitalization approval, second surgical opinions for certain procedures, concurrent in-hospital review, and discharge planning. It is anticipated that Master Health will assist employees and their dependents in becoming better informed consumers of medical services, and thereby generate modest reductions in the rate of increase in the shared cost of employee group health insurance. Negotiations with the police and fire unions will continue into CY 1987. It is hoped that satisfactory agreements can be reached early in the year.

Full implementation of the Massachusetts Right To Know Law was brought closer to completion in 1986 as employees in all but two departments completed required training. The balance of employees will be trained in early 1987. Plans were made for required annual refresher training to commence in 1987. It is hoped that the integration of right to know training into the Town's safety program will facilitate a general increase in safety awareness with a corresponding decrease in accidents.

Various other State and Federal Legislative initiatives required implementation in CY 1986. Amendments to the

Mass. Worker's Compensation law requiring cost-of-living adjustments to benefits of certain recipients became effective on November 1, 1986. The cost of these adjustments is reimbursable by the Commonwealth under the mandates provisions of the Proposition 2 1/2 legislation. However, at year's end the Commonwealth had not developed necessary reimbursement policy and procedures. The change in the law intended to encourage and maximize vocational rehabilitation of injured employees has been slowed by start up delays at the Mass. Industrial Accident Board. Successful implementation of these provisions is vital to ensure that the goals of the legislation pertaining to reasonable maximization of injured worker human potential and elimination of abuse are achieved. Past philosophy and practices of the Industrial Accident Board, however, do not offer much encouragement in this area. Procedures to monitor Board action in Town cases were established with a view to joining with other employers in seeking further legislative and/or administrative improvements if necessary.

The Consolidated Omnibus Budget Reconciliation Act (COBRA) was signed into law by President Reagan on April 7, 1986. The new law mandates that the Town provide a group health continuation of coverage option for employees, spouses, and dependent children under certain conditions or "qualifying events" such as termination, death, divorce or legal separation, or loss of dependent child status. The required periods for continuation coverage extend from 18 to 36 months depending on the "qualifying event." Multiple notices to employees are required. The law permits the Town to charge a recipient of continuation coverage 102% of the total existing rate for the coverage involved. The 2% allowed for administration in individual cases, however, will not offset Town costs in accomplishing the administrative work load created by COBRA.

Information Services

Information Services is responsible for all administrative data processing and telecommunications needs for the town and public schools of Brookline. This includes planning, implementing, operating and controlling all computer and telephone services used by either town or school administration.

The Department has completed its incorporation into the town's administrative structure under the jurisdiction of the Town Administrator.

This spring the massive project of converting all hard-

ware and software systems will begin. In addition to converting current systems, many new applications will be brought on line. These systems will be phased in over the next two years.

The Department will be responsible for maintaining two systems concurrently in addition to the new applications. Information services will be responsible for coordinating the necessary training for use of the systems. A great deal of programming services will be required to perform the necessary modifications to new systems, develop the

required interfaces and, in some cases, develop new systems.

The installation of micro computer systems in individual offices will be expanded, particularly for word processing and spread sheets. An independent computer system for the exclusive use of and operation by the Police Department will also be installed.

Information Services has updated the data entry applications for the annual Town Census reporting and created a new application resulting in a quick turn-around of school mark reporting. An optical scanner system for High School attendance has been installed. The computer uptime was in excess of 95% and 98% of all processing deadlines were completed on or before scheduled.

PUBLIC SAFETY

Police Department

In 1986, significant additions were made to the Brookline Police Department, under the direction of Chief of Police George R. Simard. The Department's commitment to providing residents of Brookline with exceptionally well trained police officers was enhanced with the establishment of a small law library that allows officers access to recent changes in the law and precise statutory language. In addition, each officer received forty hours of in-service training, which included civil rights issues and sensitiviy training with regard to victims of illnesses such as Tourette's Syndrome. For the first time, officers were certified by the Mass. Criminal Justice Training Council as First Responders at medical emergencies, and fifteen state-of-the-art first aid kits including oxygen tanks were provided for each police cruiser. Throughout the year, 2,443 persons benefited from police response to medical emergencies.

Departmental communication with members of the community was improved, with the introduction of the Brookline Police Blotter, a weekly community cable television program that highlights criminal events and appropriate crime prevention measures. In addition, a telephone "hotline" was established, allowing individuals an anonymous means of reporting illicit activity to police officials.

The efforts of members of the Patrol Division resulted in a 15.6% decrease in felony crimes, compared with the previous year. In addition to arresting 1,861 individuals for criminal offenses, members of the Patrol and Traffic Divisions issued 139,069 parking tickets and 34,051 traffic citations, contributing over \$2,373,209 to Town funds. Seventeen Patrol officers and detectives received commendations for outstanding work.

The Criminal Investigations Division, in a cooperative effort with State Police Automated Fingerprint Identification System officers, was able to clear a significantly larger number of criminal incidents by identifying suspects and executing arrest warrants. In addition, the Division's Identification Unit was provided with an MP4 Copy Camera

and a chemical framing hood, equipment that reflects the advancement in latent fingerprint identification technology utilized by the Division.

The Traffic Division implemented a new criminal prosecution system, aimed at individuals who fail to pay excessive parking fines. The program thus far has resulted in the return of approximately \$20,000 to Town coffers. A new Meter Unit van was provided, which enables more efficient service and repair of Town parking meters. A "Lojack" unit, which tracks "Lojack" equipped automobiles, was installed in one police cruiser, which is anticipated to result in more efficient recovery of stolen vehicles.

The Records Division, engaged in early 1986 in establishing Departmental compliance with the Federal Fair Labor Standards Act, also participated in two unprecedented reporting programs in cooperation with the Governor's Committee on Criminal Justice: The Juvenile Arrest Register, and Domestic Violence Research Project.

The Community Relations Division directed the Sixth Brookline Regional Police Academy in newly equipped training facilities, which graduated nine Brookline police officers. Members of the Safety and Juvenile Units introduced a drug and alcohol awareness program to parents and teachers of Brookline students, and established membership on the Town Interdisciplinary Advisory Committee, which oversees the Town Substance Abuse Prevention Program. The Division also became involved in a co-teaching approach in law related classes at Brookline High School. Finally, the Division participated in the Norfolk County Human Rights Council, which has resulted in improved training in the area of civil rights.

In conclusion, the efforts of the Department toward providing Brookline residents with superior police protection and increasing public safety progressed significantly in 1986, and it is anticipated that 1987 will realize even greater success.

Fire Department

Fire Suppression Division and Table of Organization

The year 1986 was a busy one for the Brookline Fire Department, which responded to 6,019 emergency incidents, including 2,604 medical emergencies, as well as eight multiple alarm fires.

Eight members of the department retired during the year and several retired members passed away and were accorded full departmental honors. Five new members were appointed to the department in 1986.

The Table of Organization was: Chief of Department, 6 Deputy Chiefs, 11 Captains, 29 Lieutenants, 142 Fire Fighters, 5 Fire Alarm Operators, 1 Superintendent of Wires, 1 Signal Maintainer, 1 Office Manager, 2 Senior Clerks, 1 Motor Equipment Repair Foreman and 1 Motor Equipment Repairman - a total of 201 members. This total reflects an increase of 2 positions due to the addition of the Motor Equipment Repair Foreman and the Motor

Equipment Repairman's transfer from the Department of Public Works.

Training Division

The Training Division was once again in the forefront in the state in providing high quality training to the members of the department. The 3 members assigned to the Training Division, all of whom are state Certified Instructors, attended a number of new and innovative courses during the year which would enable them to more efficiently teach members of the Fire Department. These courses included the High Rise Incident Command Series, Foam Seminars, Hazardous Materials Incident Communications, and the Fire Simulation Seminar.

In addition to holding the classes necessary to keep the level of proficiency of the department at a high level, the training Division Officers held specialized drills in Ice Boat use, Hazardous materials training, Officer training classes, and a Tactics and Strategy course. All members of the department were recertified in Cardio Pulmonary Resuscitation. Also, an eight week recruit firefighter class was started in December.

Fire Prevention Division

The Fire Prevention Division conducted over 5,000 fire safety inspections during the year including inspections of restaurants, lodging houses, apartment buildings, public buildings, theatres, and other places of assembly. Fire drills and inspections were conducted quarterly at all nursing homes, rest homes, hotels and hospitals.

During the year the Fire Prevention Division stepped up its efforts in Public Fire Safety Education. Members of the division held fire safety talks at many diverse locations including apartment buildings, hospitals, and schools.

Two new programs were started this year. Registration of Underground tanks, in conjunction with state and federal agencies was begun in March of this year. Another program started this year was the new Fire Incident Reporting System set up through the Department of Public Safety.

Emergency Medical Services

The Fire Department played a major role in the delivery of Emergency Medical Services to the citizens of Brookline. There are 43 state certified Emergency Medical Technicians on the department. In 1986 the department responded to 2,604 medical emergencies.

During the year there was a change in ambulance service providers from Metro to Brewster Ambulance Company. This transition was accomplished with a minimum amount of problems thanks to the diligence of both Brewster Ambulance Company and the Brookline Fire Department's EMTs.

Fire Alarm and Wire Division

A highlight in the Fire Alarm Division this year was the installation of a new telephone system throughout the department, greatly increasing the communications efficiency in the department. The Wire Division added 3 master Fire Alarm Boxes to the system, as well as maintaining and testing the over 400 Fire Alarm Boxes already in the system.

Approximately 2,000 feet of cable, both underground and aerial, were either repaired or replaced.

Apparatus and Equipment Maintenance Division

As part of our preventive maintenance program, all apparatus was serviced at least twice during the year and all vehicles passed the Massachusetts state safety inspection guidelines. All pumpers and ladder trucks were tested by the division.

A new pumper, Engine 3, was put into service and is housed at Station #7 in Washington Square. This pumper incorporated many safety features, the most important of which is the fully enclosed crew cab which provides protection for the firefighters. Ladder 2, housed at head-quarters, was refurbished, with the existing trailer being mounted on a new tractor and with a 4 door enclosed cab design.





All Self Contained Breathing Apparatus (SCBA) were maintained and serviced throughout the year by our own certified technicians. Regulators on the masks were redesigned for added safety to the user.

Fire Department Buildings

The 1986 Annual Town Meeting voted to conduct a feasibility study to "procure an estimate of the costs of remodeling Stations One, Two and Seven and all other fire stations where necessary, in order to insure the best possible health, safety and sanitary working conditions for the firefighters of Brookline, such study to include possible consolidation of fire stations where appropriate". This action was taken after the fire stations were studied by a Moderator's Committee.

Some minor repairs such as painting and plastering have been done during the year. Exhaust fans for the apparatus floors of Station 7, 6 and 4 were the most significant repairs done this year.

Chief James P. Fallon, who was Chief of Department for over six years, retired on September 30, 1986. The enthusiasm, knowledge and innovation which he displayed as Chief will be missed.

Building Department

The responsibilities of the Building Department, under the direction of the Building Commissioner, include the administration and enforcement of the Zoning By-Law, the Building, Plumbing, Elevator and Electrical Codes of the Commonwealth of Massachusetts and all related regulations concerning the construction, alteration, repair and use and occupancy of buildings within the Town. This involves examination of plans; issuance of building, elevator, plumbing and electrical permits; inspection of work during construction for conformance to plans, specifications and regulations; granting certificates of use and occupancy; and the inspection and certification of existing buildings to insure the proper use, occupancy, and maintenance in conformance with the applicable codes.

Fees collected in 1986 reached a new all time high of \$484,977. This total is \$18,271 above the receipts of 1985. For the third consecutive year the total cost for the administration and enforcement of the laws and regulations pertaining to building and zoning was supported entirely by the fees received.

During 1986, the Department issued 2,838 permits and 181 Certificates of Inspection. The volume and type of permits and certificates were as follows:

Classification I	Number of Permits	Estimated Cost
Building Permits	775	22,144,229
New Frame Bldgs	s. 11	2,585,000
New Brick/Stone	Bldgs. 4	77,150
Alterations	760	19,482,079
Electrical Permits	526	1,640,320
Gasfitting Permits	722	816,475
Plumbing Permits	815	3,269,365
Certificates of Ins	pections	
Places of Assemb	oly 45	
Lodging Houses	48	
Apartment House	es 16	

Elevator Inspection Certificates 277 Condominium Inspection 91 Certificates

Estimated cost of construction totalled \$27,870,389 of which \$2,662,150 was for construction of new buildings.

Certificates of Occupancy were issued by the Building Department for 87 units at The Park, 22 units at 22-30 Parkman Street. 20 units at 1850 Beacon Street. 12 units at 25 Holly Lane, 14 units at Dean and Beaconsfield Roads, 11 units at 30-50 Regent Circle, 9 single dwellings, and Maimonides School classroom and library addition.

During 1986, construction commenced on the following major new buildings: 11 Williston Road, a two story school building; 10-22 Webster Street, a 7 story commercial/residential building (71 units); and 1309 Beacon Street, a 3 story commercial building. Permits were granted for the construction of 10 new residential buildings containing a total of 23 new dwelling units.

New employees of the Department are Frank M. DeAngelis and James J. Nickerson, Building Inspectors, and Charles J. Roach, Senior Custodian, who transferred from the School Department, and Joseph J. King, Build-

ing Custodian.

The year 1986 saw the retirement of Building Inspectors James E. McMahon (35 years of service) and John E. Banner (16 years of service). The commitment to excellence and expertise of these inspectors will be greatly missed by the Town. James M. Reardon, a six-year employee of the Department, transferred to the Police Department and is now an officer, having successfully completed training at the Brookline Police Academy.

Repairs to Town Buildings

The maintenance and repair of Town owned buildings continued at a steady pace during 1986.

Extensive painting was done during 1986 at Fire Stations 2, 4, 6, and 7. In addition, the following work was performed: painting of all exterior trim and wrought iron grill work at the Health Center and Putterham Library, the installation of a handicapped ramp and entrance and installation of new carpeting at the Coolidge Corner Library, completion of the replacement of shower valves at the Pool, and replacement of the heating boiler at Fire

Station 1 (which is expected to reduce by 30%, the energy consumption cost of heating).

At the Police Station, the State mandated "Municipal Detention Center Suicide Prevention Retrofit Program" was completed before the legislature's deadline, keeping the Town in compliance with Chapter 40, Section 36B, of the Massachusetts General Laws.

Board of Examiners

The Board of Examiners is established under the Building Code of the town. Three members, which include an engineer, an architect and a licensed contractor, are appointed by the Board of Selectmen. The Board meets monthly to hold licensing examinations to ensure that all work in the construction, alteration, removal, or demolition of buildings or structures in the Town of Brookline be performed by qualified licensed persons.

The monthly meetings are conducted under an "Open Meeting Law" which requires notices of such meetings to be posted to the public and that accurate records of the Board's proceedings are maintained.

During 1986, a total of 89 applicants were examined and

87 successfully qualified for licenses.
Seventy-seven licenses were issued as follows:

- 3 ABC (separately or combined fire resistive construction)
- 18 Frame Construction
- 47 F/Limited-Alterations & Repairs-Frame Construction
- 8 Miscellaneous-Siding, Roofing, Etc.
- 1 Demolition

In addition to the new licenses issued, 252 were renewed during 1986. Fees collected totaled \$8,450.

PUBLIC WORKS

Engineering Division

During the year the Engineering Division saw the completion of the Urban System Traffic Improvement Project in the Village, Waldstein Playground Reconstruction, Juniper Playground Rehabilitation, plus the Resurfacing of Chestnut Hill Avenue, a section of Heath Street, Bonad and Russett Roads, part of Woodland Road, various sidewalks on Beacon Street, and sidewalk reconstruction on Pearl Street.

Forty-five (45) more Handicapped Accessibility Ramps were installed adding to the approximately 780 already constructed. A ramp was constructed in the rear of the Coolidge Corner Library. A total of 21 contracts were administered.

In addition, the Division prepared plans and estimates for future construction at Larz Anderson Park, Corey Park, Longwood Playground and Street Construction on Webster Street. Plans and documents were prepared for Town Meeting action for closing off the Boston end of Columbia Street and selling town property on Martha's Lane. A major portion of the proposed work was completed on the High School Quadrangle reconstruction.

Engineers constantly review street lights to insure that the Utility Company billing is correct and that we obtain the most value for our energy dollar. Two hundred and seventy four inefficient street lights were replaced with sodium vapor lamps with an annual savings of \$6,500 while increasing light levels by 21%. Utility grant requests were processed for over twenty nine hundred linear feet of underground conduit.

Waldstein Playground Opened following reconstruction



The Assessor's Atlas was printed this year. The last printing was five years ago.

Twenty-six (26) Plot Plans were reviewed and approved including the Subdivision of the Paine Estate on Heath Street. Utility connections for these projects were supervised.

Surveys and topographic plans were made of the Highway Division Storage Yard on Hammond Street and the Runkle School.

"Every day" functions include monitoring the forty-five Traffic Control Signal installations, recording changes to the water distribution system, recording changes to buildings, preparing charts and graphs for other departments and researching property information for the public.

Highway-Sanitation Division

The winter of 1986 was a relatively mild winter with a total snow fall of only 32 inches.

Several major undertakings were accomplished by the Highway Division this year. Among them was the complete reconstruction of the Amory Tennis courts. The sub-base was replaced on two courts, and all six courts were resurfaced with Putnam Green. This specialized topping material came from Connecticut at a cost of \$8,900.

Highway Roadways crews paved a new parking lot for the Park Department at their Larz Anderson Garage.

The Brookline Village Fire Station, built in the 1800's, was in serious need of having a concrete floor restored. Working with the Building Department, the Highway Division removed and replaced the floor.

The Chamber of Commerce presented the Sign Shop with several newly designed "ENTERING BROOKLINE" signs. These were installed to supplant existing signs which had deteriorated over the years. This project will continue into the following year as additional signs are

donated by the Chamber.

In May, the Town received \$252,000 from the Federal Emergency Management Agency as partial reimbursement for expenditures made to repair damages to sidewalks and roadways and trees due to Hurricane Gloria. Additional funding is expected at a later date when a final summary of exact costs are presented.

The sidewalk replacement program continues on schedule in some of the older areas of Town where pedestrian traffic is heavy. Using both Highway employees and contractual services, sections of Beacon Street and Strathmore Road have been completed.

With the addition of a second "SCOOPY" litter scooter, the litter control program was greatly enhanced. This vehicle will provide cleaning personnel an opportunity to better manage litter in the more densely traveled areas of Town.

A Moderator's Committee, comprised of interested citizens and Town Meeting Members, was appointed to

investigate possible sites for a new Highway Garage. The committee's findings and recommendations were reported to the Annual Town Meeting. Town Meeting voted \$40,000 to retain an architectural firm to conduct a feasibility study of the proposed Hammond Street location.

The Sanitation Division collected and disposed of 25,000 tons of household rubbish. Laidlaw Industries, the new owner of the Roxbury Transfer Station, was paid \$17.35 per ton for the disposal of the Town's waste. The

present 5 year disposal contract agreement will be completed in 1988, and the Public Works Department is actively pursuing alternative disposal solutions.

Town Meeting approved a mandatory recycling by-law to allow the Town to participate in a regional recycling program organized and funded by the State Bureau of Solid Waste. It is anticipated that the program will be started in the Spring of 1988.

Sewer Division

The Brookline Sewer Division, working closely with the Boston Sewer and Water Commission and the D.E.Q.E., were able to solve two major problems concerning the Muddy River. In both instances, one of sewage seeping into the river from a Boston source, and the other involving a major oil spill, the Town's immediate response resolved these situations. Sewer crews corrected addi-

tional major problems on Clearwater Road, Meadowbrook Road and Chapel Street.

The Sewer Use Charge was increased from 55 cents to 75 cents per hundred cubic feet of water consumer effective April 1, 1986 to offset imposed increased charges by the Mass. Water Resources Authority.

Water Division

The Water Division distributed 2.8 billion gallons of water through 135 miles of distribution mains and 9,878 service connections. The sale of water generated over \$3 million in revenue. Per capita consumption increased 4% to 130 gallons per day.

During 1986, the Distribution Section performed all installation, maintenance and repair of mains, valves, hydrants and service connections. In addition, 24 services were installed, 172 old services were renewed and 53 service leaks were repaired. Repairs were completed on 10 major main leaks and 29 hydrants were replaced. Emergency response to 434 service calls was provided on a 24 hour basis.

The Meter System replaced 1,766 old style meters with new remote reading meters bringing the total to 2,546 installed to date. A substantial improvement in meter reading efficiency is beginning to have an impact on billing operations. Commercial turbine meters were installed in four locations to replace aging, inaccurate compound meters. Over the year, 480 complaints for poor pressure, rusty water and high bills were investigated and resolved. In May, the Annual Town Meeting approved a \$4 mil-

lion bond issue to resume the cleaning and cement lining of water mains. The program had been suspended since 1982 with 43% of the system completed. The new project will begin in April of 1987 and will rehabilitate 18 miles of pipe over the next three years. Under the provisions of Chapter 286, Acts of 1982, the Division has applied for state grant funds of \$500,000 to help offset project costs.

Due primarily to increased costs to purchase water wholesale from the Massachusetts Water Resources Authority, the Board of Selectmen voted to increase the retail water rate from \$1.15 to \$1.20 per hundred cubic feet effective on April 1, 1986 to maintain full cost recovery of the water system.

The drought watch condition declared in 1985 by the MWRA has been continued through 1986 due to abnormally low water levels at Quabbin and Wachusset Reservoirs. While the Division has continued to endorse voluntary conservation measures, throughout the year, plans are currently underway to undertake a more aggressive conservation program during 1987.

Park Division

The Green Spaces, Town wide, have shown a marked improvement in appearance. New agricultural techniques have been combined with the regular application of fertilizers and grass seeds, as recommended by the management consultants.

The computerized maintenance management system continues to assist the Division in all aspects of planning and scheduling work activities. One of the work activities, grass cutting, has been made more efficient with the purchase of a 15 foot cutting width Multi-Deck Rotary Mower. This unit, which can be driven over the road will speed the cutting operation Town wide.

The Town's athletic facilities have received a high level

of attention. The clay tennis courts at Amory Park, were regraded, new clay added, new line tapes and nets installed. The Amory Ball Field is currently undergoing a complete restoration. A new irrigation system, improved parking and an additional ball diamond are a part of the design. Ball Fields throughout the Town were reconditioned in the spring and follow-up maintenance was performed. Regular meetings were held with the School Athletic Department and Little League Officials to assure delivery of the best possible maintenance program.

Parks and Traffic Islands Town wide received enlarged planting beds. Both spring bulbs and annual flowers provided continuous color. At Fire Station #5 at Hammond

wide Beautification Award. Wooden barrels filled with flowers were placed at all Town MBTA Green Line Stations.

The renovation program at the Horace James Circle was continued this year with the addition of several flowering crab trees and expanded annual flower beds.

The school ground areas were improved by removing old and visually obstructing shrubs that were adjacent to the School Buildings. A program has been implemented to replant these areas with small, lower maintenance shrubs. Graffiti removal continues to be a high priority item, both in and around School and Park related areas.

The Park Division received a Grant from the Massachusetts Department of Environmental Management to



Tree Removal

DPW/Forestry Division

complete the initial phase of removing dead and dangerous trees from the Olmsted Park and the Riverway. Meetings were held with the Friends of the Muddy River and members of the Restore Olmsted Waterways, to integrate their recommendations into the State funded Olmsted Restoration Program.

The Park Director met regularly with Parent Teacher Organizations, Neighborhood Associations and other Citizen Activist Groups regarding Park and Green space renovation projects. The Friends of The Minot Park Rose Garden, The Corey Hill Neighborhood Association and The Longwood Playground planning group deserve recognition for the special efforts this year.



Friends of Longwood Mall and the Tree Planting Committee plant a Beech Tree on the Mall

Forestry Division

The Town, through the efforts of the Tree Planting Committee and the Assistant Park and Forestry Director, William G. Collins, earned the status of "Tree City U.S.A.", an award given by the National Arbor Day Foundation. The award was presented at the Town's Arbor Day celebration in April. The Town was given the Award because of the diversity of trees, some 20,000 on the streets and 21,000 in the parks, a high per capita forestry expenditure and an active tree planting program. The Foundation Award Committee reviewed with favor the efforts of Neighbor Groups in particular The Friends of Longwood Mall who regularly contribute to the upkeep of the European Beech Trees on the Mall as well as the Friends of Brookline Reservoir Park who have been extremely generous in donating funds to replant scores of flowering trees.

The Forestry Division supplied seedlings to many of the Town's Grade Schools and a special Tree Planting Ceremony was held at Baker School to honor one of the teachers

On August 8, 1986 a Tornado like storm accompanied by high winds felled over 30 trees and hundreds of limbs in less than one half hour. The Forestry Division, accompanied by other DPW Divisions worked in teams to clear roadways and sidewalks. Most roads were open within hours, but the overall storm damage clean-up took two weeks.

Over two hundred fifty trees were planted on town streets including those areas covered by the Community Development Block Grant. The Forestry Division was able to remove 80% of the dead limbs requested by the Public and 70% of the documented dead shade trees on Town streets.

The Boston Edison Company coordinated their line clearance program with the Forestry Division. A new joint contract with the Boston Edison and New England Telephone was developed for implementation in the Fall of 1987.

The Forestry crews cut up and split over 110 cords of wood from storms and dead tree take downs. The logs were made available to residents for fire wood. In addition the forestry crews assisted in stringing Holiday lighting at several locations including Village Square.

The Tree Planting committee received a record number of donations this year to its Special Tree Planting Fund. This fund allows the Committee to designate the planting of trees on town owned land where there is an exceptional need.

Cemetery Divison

The appearance of both the Old Burying Grounds on Walnut Street and the Walnut Hills Cemetery has improved as a result of higher levels of maintenance. Combined crews of Park and Cemetery personnel prepared the Cemeteries for Memorial Day. Walnut Hills was overseeded and fertilized. The new flat marker section has proven to be an attractive and low maintenance area. Cemetery crews spent several weeks at the Old Burying Grounds in late summer cleaning up extensive debris from the August 8, 1986 storm.

New flowering shrubs and annual flowers are scheduled for planting at various locations in the Spring and summer of 1987.

The Brookline Credit Union donated a safe to the Cemetery's Grove Street Office, to replace the older and smaller one.

The Trustees of Walnut Hills Cemetery met regularly throughout the year and reviewed all aspects of the Cemetery operation with Supervisor Carl R. Untersee and Division Director Paul R. Willis.

Conservation Commission

The Conservation Commission is responsible for protecting the environment of the town, promoting the preservation of open space and encouraging the conservation of natural resources. In 1986, the Commission secured over \$100,000 in grants and donations from federal and state agencies, public organizations, and private citizens, in order to pursue its goals of environmental protection and education. The Conservation Commission met regularly and was assisted by 16 Associate Members, many community volunteer groups and a part-time federally-funded office aide. One new Commission member, Marla J. Frazin, Esq., was appointed following the resignation of Richard Shibley. Edward Stashko, Ph.D. assumed the duties of Conservation Administrator from Katherine A.

Conservation Areas—Four conservation sanctuaries, totaling over 57 acres, are well utilized for outdoor education programs and passive recreation opportunities by citizens of all age groups throughout the year.

The water quality of Hall's Pond has long been a concern to citizens and in 1986, a diagnostic/feasibility study was completed by the engineering firm of Metcalf and Eddy under a grant from the Massachusetts Clean Lakes Program (\$42,000) and town funds (\$18,000). The study analyzed the extent and cause of the Pond's poor water quality and developed a plan to improve the wildlife diversity of the surrounding sanctuary area. Results of the study were presented at public meetings in May and September. Stormwater runoff was found to be the greatest source of pollution which resulted in algal growth, turbid water, offensive odors and sediment build-up. A grant has been submitted to the Clean Lakes Program for funds to implement a water restoration plan so that Hall's Pond can continue to serve as a beautiful refuge for wildlife and the enjoyment of visitors. Throughout the year, the Friends of Hall's Pond, Inc. participated in the water quality study, public meetings, ongoing care and maintenance programs as well as the annual Spring clean-up.

With the construction of a fully-accessible barrier-free nature trail within the Amory Woods Conservation Sanctuary, Brookline became one of the few towns in New England to provide people with physical restrictions access to a natural area. Funds granted by the National Park Service and the town allowed for the construction of the trail and boardwalk. The Brookline Community Fund (\$3000) and the Norfolk County Conservation District (\$1950) provided grants for the publication of educational signage and a descriptive brochure. To date, \$12,800 has been donated by private citizens and garden clubs for the restoration of the gazebo, plantings, and other improvements. Additional donations will be solicited to allow for the formal dedication of the nature trail in 1987. On several occasions, the Commission sponsored guided walks through the Amory Woods.

The Friends of Lost Pond sponsored Spring and Fall clean-ups at the Lost Pond Conservation Sanctuary. The Baker School and Putterham Civic Association assisted with a Spring clean-up of the D. Blakely Hoar Sanctuary.

For all sanctuaries, the Commission seeks grants and community involvement in implementing management and public awareness programs.

The Commission coordinates with state and town agencies in seeking to preserve and protect open spaces. Seven conservation easements are under the jurisdiction of the Commission in cooperation with private landowners. The latest easement, covering 2.4 acres at 325-335 Heath Street, was granted in the Fall of 1986.



Volunteers Clean Up at Hall's Pond Sanctuary 2/87

Outreach/Educational Efforts—The Conservation Commission coordinates with neighborhood, scout, garden clubs and friends groups in promoting environmenal quality. Community group efforts address issues anging from water quality fund raising and clean-ups with he technical assistance of the Commission. A meeting of the Presidents of Friends groups was held in March of 1986 at which much mutually useful information was shared.

Much progress was made in updating a teacher's guide of the environment of Brookline. Two comprehensive units dealing with water conservation and the ecology of Brookline were prepared for publication.

A newsletter describing the Commission's activities and programs and encouraging wise use of Brookline's natural resources was completed.

Commission member Henry T. Wiggin again led one of the popular bird walks for citizens touring open spaces and wetland habitats. In the Spring, ornithologist Bob Stymeist led two walks through the Hall's Pond Sanctuary. The Conservation Administrator led nature walks and gave presentations to a variety of groups throughout the year.

Events—The Fourth Annual Open House for Open Space was held in November at the Park School with 20 open space advocacy groups co-sponsoring the event. Special guest speaker, Kelly McClintock, Executive Director of the Environmental Lobby of Massachusetts, addressed the vital need for promoting the preservation of open space, especially within urban settings. The Paren Corporation chose this event to announce a \$1000 donation to the Brookline Conservation Land Trust.

The Environmentalist of the Year Awards were presented in April to the Tree Planting Committee, in recognition of Brookline being chosen Tree City U.S.A., and also to Nancy Currie and Marianne Gertman, for their design work on the Amory Woods barrier-free nature trail.

Environmental Protection—In the ongoing Statemandated administration of the Wetland Protection Act,



Amory Woods Gazebo Repair

several developments required regular inspections in addition to routine monitoring of all wetland areas and flood plains. Two determinations of applicability and one certificate of compliance were issued.

Over 300 flood zone determinations were made as part of the Commission's administration of the Federal Emergency Management Administration program.

Oil spills on the Muddy River were contained and monitored in coordination with the DPW and state officials. A plan for the implementation of an oil containment system was developed.

In April of 1986, the Police Department assumed enforcement of the noise control by-law to allow for 24-hour enforcement. The Conservation Commission continued to advise the Planning and Building Departments on issues dealing with the prevention of noise pollution.

Interdepartmental Assistance—The Conservation Commission members and staff cooperated with many departments and agencies at town and state levels to improve environmental quality. In an ongoing cooperative effort, the Commission was involved in the plans of the Olmsted Historic Landscape Preservation Program of the Massachusetts Department of Environmental Management to restore the Emerald Necklace Parks.

TRANSPORTATION

The Transportation Department serves as staff to the sixmember Transportation Board. The staff regularly conducts traffic studies, prepares recommendations, holds monthly meetings, and implements the Board's decisions. The Transportation Department continues to work closely with the Police Department, Department of Public Works, and Planning Department.

This year, the Department conducted seven speed studies and traffic counts at 24 locations. Forty-seven pavement marking and sign order requests were approved. Data was assembled and presented at 27 public meetings.

Major consideration was given to plans prepared by the State DPW for the reconstruction of traffic signals at Chestnut Hill Avenue and Boylston Street. Concerned by the plan adopted by the State DPW, the Transportation Board has asked the State to reconsider the proposal. This has required an extensive data collection effort to support our claim.

Plans for traffic control signals at Washington Street and Brookline Avenue have been prepared and we expect to submit them to the State in early 1987. This project is a state and federally-funded project.

A contract to study the traffic signal system along Beacon Street was awarded to Vanasse/Hangen, Transporta-

tion Consultants. Their preliminary report indicates a higher level of service can be achieved by a retiming of the traffic lights. The Consultant also pointed out safety issues in need of correction. The same Consultant was awarded the contract to study the parking issues in Coolidge Corner and Washington Square. Both of these issues will be before the 1987 Annual Town Meeting.

A three-year extension of the lease for the operation of seven municipal parking lots was negotiated with Stanhope Garage of Boston. The leasing of the lots allows the town to rent parking spaces overnight to town residents. The Contractor manages 307 parking spaces in seven locations

The Annual Contract for the Towing of Vehicles was awarded to Roberts Service Center, which towed over 2,300 vehicles during the year.

The taxi industry was given approval to lease their vehicles to individuals. This action should improve the number of vehicles on the road each day. Licenses for 138 taxicabs were approved.

Staff support was enhanced by the hiring of Mrs. Susan Kreitzman as a Jr. Traffic Engineer. Mrs. Kreitzman is a Civil Engineering graduate of Northeastern University and has helped greatly in preparing plans and studies for the Transportation Board.

RECREATION

The Department was extremely honored to be the recipient of a grant from the Brookline Community Council to enable Recreation Personnel to attend a worthwhile, interesting and educational workshop and class at Oglebay in Wheeling, West Virginia. The seminar proved most beneficial to the personnel, the Department, and ultimately the Town. The Manager of the Golf Course at Putterham Meadows and his assistant attended the school, as well as the Swimming Pool Manager and a maintenance person. They were selected by the Director of Recreation to attend the courses and seminars. The Department is grateful to the Council for its generous support. It was exceptional in-service training which hopefully can be repeated.

With the current realization that recreation should be an integral part of everyone's life, the Department continually strives to offer meaningful programs of interest to all. From the tot swim program for the youngest, to the Golden Age Club for our Seniors, an entire gamut of activities is offered.

participation in a sport which is the most popular game internationally. Along with the much-appreciated volunteers, the Staff makes every effort to keep soccer as a "fun" activity, which is the most important word in the recreation dictionary.

The Department is extremely fortunate to have so many of Brookline's finest citizens offer their services as volunteers. Their loyal assistance is very much appreciated and invaluable to the success of many programs. Much pleasure and personal reward result from community involvement.

With the ever-increasing realization of the importance of organized pre-school programs, the Morning Play groups, which the department has offered for over 40 years, continue to be filled to the maximum numbers allowed. Children, ages 3 years and 5 months to 4 years and 9 months, are involved in meaningful activities including free play, circle time, arts and crafts, music, drama, outdoor play, special events and excursions. Afternoon day care for those requesting it is also available to children



Brookline Golden Agers at the Annual Holiday Party

The Department was grateful to see a definite upswing in the use of the Skating Rink at Anderson Park. Assisted by Mother Nature, who supplied a winter wonderland, people flocked in great numbers to the public skating sessions. Weekends also saw families enjoying sledding and toboganning on the surrounding hills.

The Soccer program has seen an increase in the past year of over 150 youngsters, making a total of approximately 850 participants. Brookline, with its wonderful ethnic mixture of residents, is proud to have such active registered in any of the three Morning Play groups.

The Swimming Pool is a popular recreation area all seasons of the year. Open seven days a week, sessions are available to everyone, including the handicapped people. Lap swimming continues to rate high with those striving for physical fitness. The Department derives much satisfaction from helping to add to the well-being and good health of the general public.

All other activities continue to flourish. The Summer Day Camps, which this year will integrate more of the physiMorning play children shown enjoying hayride during visit to turkey farm.



cally handicapped into the regular camps, are available for children aged 4 through 13. Fun-filled days for hundreds of youngsters complete the 8 week sessions held during July and August. The Department makes certain that Day Camps are available to every local child, and if necessary, scholarships are allotted.

The Main Facility schedule from October to April, the softball, basketball and volleyball leagues, Youth hockey, Little League baseball, Pop Warner Football, Special Events, the Brookline Golden Age Club, and cooperative Adult Education programs are among the remaining

Morning play group at Soule Recreation Center enjoying first snowfall of the season



facets of a very complete recreation program.

The Department sponsored two State Softball Tournaments in cooperation with the ASA. These Tournaments were extremely successful. One of Brookline's Teams went on to the National Tournament and came in twelfth place.

The Commission, with the cooperation of the Staff, promises to strive for maximum participation in meaningful programs. Public input into program planning is encouraged.

As a last note, the Recreation Department supports 50% of its operating costs through user fees.



PUBLIC SCHOOLS

The Students

As of January 30, 1987, there were 5,567 students enrolled in the Brookline Public Schools in grades kindergarten through twelve; 3,435 in the elementary schools, and 2,132 at the High School. Some 355 of these students required help with their English, either in an English as a Second Language (ESL) program or in a Transitional Bilingual Education (TBE) program. These students represented 31 different languages, with Hebrew and Chinese accounting for half of these students. Approximately 110 students from outside of Brookline chose to pay full tuition of \$4100 for the year to attend school here. Another 43 students paid partial tuition of \$300 as children of town and school employees living outside of Brookline. The Metco program provided state funds of \$2000 for each of the 286 Metco students attending. Separate special education classes met the needs of 130 students. Average elementary class size was 19 students. The Administration was very pleased to achieve this low average.



Driscoll Students

The Staff

The Brookline Public Schools employed 530 professional educators and 190 supporting staff for the school year. In September, a record 18 of the school's administrators were newly appointed to their position of responsibility, with most of them coming from within the school system. Roughly 60 of Brookline's educational professionals were new to the system this year.

Superintendent's Goals

In the Spring of 1986, Superintendent Charles Slater presented to the School Committee four areas of emphasis for this school year. School administration has established goals in each of these areas.

<u>Writing</u> continued to be stressed as a process to be taught by teachers in all grades and in all subjects. A summer institute on the writing process was attended by 30 teachers.

"The Brookline Writing Manual" was compiled by The Writing Task Force, headed by Assistant Superintendent of Curriculum, Patricia Ruane. It was distributed this fall to all teachers K-8 to help them teach a uniform concept of the writing process. The "Senior Paper Guide" was completed by a task force headed by the High School English Curriculum Coordinator, Donald Thomas. It was distributed to all Brookline High School seniors, this fall, to assist them in undertaking their required Senior Paper, a 2000+ word document based on their reading of three or more literary works of merit, and research around a unifying theme.

New Graduation Requirements were reviewed for nearly a year by Curriculum Coordinators, School Committee, faculty, students, and parents. In November, after a lengthy process of recommendations from CORE (Committee on Requirements and Expectations) and deliberations by School Committee members, a new statement of graduation requirements was approved. Brookline High School students graduating in 1993 will need to earn at least 19 credits, with a minimum number of credits in each of the curriculum areas below:

- 4 in English, 2 in Social Studies
- 1 each in Math and Science, and
- 4 more in one of these areas and/or Foreign Language;
- 1 credit in Industrial Arts and/or Occupational Education;
 - 1 credit in Visual and/or Performing Arts; and
 - 1 credit in Physical Education

Guidance and counselling services at the High School are being increased to help students meet these new, more demanding requirements.

Staff Development

A Staff Development Program was proposed by a task force of teachers working on this project for nearly two years. New Assistant Superintendent for Instruction, Meredith Jones, co-chaired the committee, which pro-

posed the concept of "Teachers as..." to encourage teachers to take on different roles in lieu of part of their teaching load. They may develop curriculum, coordinate areas of teaching, do research or train and consult with other teachers. This proposal will also address the problems of informing staff uniformly of development opportunities and creating activities consistent with the Superintendent's annual goals. The Staff Development Program is scheduled to be partially implemented in September of 1987.

<u>Black Achievement and Self Esteem</u> will be studied and evaluated this year. There is concern that minorities may not be thriving to the extent that majority students do in this school system. Black psychologist and educator, Jeffrey Howard, was the featured speaker on March 17, at the McKenzie Lecture Series. His presentation was based on his article entitled, "Rumors of Inferiority: Barriers to Black Success in America." A task force was established to review this area on an ongoing basis.



Devotion School Vice Principal John Dempsey, Guest Speaker Dr. Allen Counter and students.

Elemenatry School Highlights

<u>Baker</u> school faculty has adopted the Junior Great Books Program from the University of Chicago for grades two through eight. It has also implemented Bloom's Taxonomy as an instructional tool in all classroom.

<u>Devotion</u> enrollment was successfully reduced in September. Transfer of the Hebrew bilingual and half of the Chinese bilingual programs, some redistricting and prohibition of out-of-district students resulted in a student population change in September from 800 to 660.

<u>Driscoll's</u> faculty participated in an in-service series of programs centered on writing in varied forms. Novels, essays, short stories, poetry, drama, and journalism were explored with outside consultants. A new theatre area was constructed within the school.

<u>Heath</u> began its year with a new principal, Dr. Ethel Sadowsky, who was formerly Roberts Housemaster at the High School. The Hebrew bilingual program entered its second year with over 30 students.

<u>Lawrence</u> started the school year with many students in kindergarten and grade one. They were helped by the addition of classroom aides. Lawrence, with the highest share of non-English-speaking students in Brookline, has developed a resource center for ESL students. This year they are emphasizing study skill development for grades 6-8.



Heath students and Physical Education Teacher Kevin Hawkins at the Town Track Meet.

<u>Lincoln</u> received a state grant of \$100,000 to implement a range of remedial services for its students. They include an early language intervention program (1-3), an integrated arts program (1-5), and a community-based after school tutoring program (6-8). It also received state funds to implement a pilot all-day kindergarten program and begin a program for three and four-year-olds.

<u>Pierce</u> began a Chinese bilingual program this year. Its presence has been very positive, for everyone involved. The 7/8th grades implemented a unique six-week unit on drugs and alcohol and the issue of choice. It was taught by a psychologist and Pierce parent.

<u>Runkle</u> has spent its second year of School Improvement Council funds, from the state, for a scientist-inresidence. This program has been extremely successful for all students in grades K-5. They hope to expand the program next year.

High School students returned to school in September to find a newly renovated quadrangle for their use and enjoyment. This may have contributed to the high morale of the student body. The faculty welcomed 21 new teachers to their midst, and felt tremendous support from PTO members, who completely refurbished the faculty lounge. The High School continues to provide outside opportunities for students to gain a broad-based education, through a regular series of speakers and a wide variety of clubs and activities supported by faculty advisors. "The year has been characterized by a seriousness of purpose and a positive educational climate," observed Headmaster, Robert McCarthy.

The National Merit Program produced 19 seniors named as finalists, while another 19 were commended for their performance. One hundred and seventy students took Advanced Placement Exams. The average score, out of a perfect 5.0, was 4.2, far better than the national average of 3.0. Fifty percent of our students scored a 5.0. The 1986 average Scholastic Aptitude Test scores for the 400 students who took them were 458 for the verbal test (Massachusetts average was 431), and 527 for the math test (Massachusetts average was 473, National average was 475). Students took Scholastic Achievement Tests in 10 subject areas, outscoring the previous year's achievement scores in all but one subject.

The State-mandated Educational Assessment Program tested Brookline's 11th graders in the spring of 1986. Scores were significantly better than the State average and comparable to those in similar kinds of communities. Student responses to demographic profile questions confirmed findings from our own demographic study that our students come from homes with, relative to the state average, more highly educated parents, more frequently foreign-speaking and foreign-born parents, and more frequently single-parent situations.

The Saturday School, which operates out of the High School on Wednesday nights and Saturday mornings, supported some fifty students in their efforts to earn lost credits. This program has been expanded to serve another 30 students waiting for openings.

The Boston Globe Scholastic Arts Competition gave nonorable mention to twelve Brookline High School students, and submitted one student's portfolio to New York for a possible scholarship.



High School History Teacher Tom Ladenburg and students re-enacting the Constitutional Convention.

Demographic Study

In 1985, the school department underwrote a Demographic Study of Brookline, using an outside consultant. The statistical and analytical results were submitted in the spring of 1986.

The summary shows that, based on 1980 census data, Brookline is highly educated (49% of adults have gone to college), and the average household income is \$19,536. Two-thirds of Brookline residencies are rentals. They are well-maintained, which is atypical of rentals, in general.

There are student/family population profiles for each of the eight elementary schools, and projections for student populations in 1990 and 1995.

Town and school administrators expect to make good use of the study results. Copies of the summary are available in all Brookline Public Libraries.



Lawrence Student

Metco

Metco staff and parents were pleased to hear of the Superintendent's review of Black achievement and self-esteem. Dr. Slater spoke to the Metco parents group in January. All principals were present, as well.

Metco students in the 7/8th grades are now involved in a support and enrichment program. It meets every Thursday after school at Lawrence. The first series of afternoons centered around developing good study skills. The next series dealt with racism: how to recognize it, cope with it, and hopefully combat it. A third series of workshops dealt with career choices. A day-long retreat took place in March. The agenda centered around transition to the High School and other issues of concern to the group: alcohol, crime, and teen/family relations.

A Black Achievers speaker series is scheduled for spring at Brookline High School. It will be available to all students. A program for Metco fourth graders is being developed. This is an important transitional year for all students, as they leave the primary grades.

Town/School Substance Abuse Prevention Program

The results of student surveys conducted by the Brookline Human Relations/Youth Resources commission and the Medical Foundation, Inc. in 1985 leave no doubt that substance abuse is a problem in Brookline. Young people are making decisions about drug and alcohol use at increasingly younger ages.

In order to address these issues, the Substance Abuse Prevention Program was developed with the combined support of the Board of Selectmen and the School Committee. The goals of the program include:

- 1) Identifying and effectively intervening with youth who are abusing drugs and alcohol.
- 2) Identifying and effectively intervening with youth who are the children of alcoholics/substance abusers.
- 3) Reducing the stigma and misunderstanding which surrounds the disease of chemical dependency/addiction by providing information, education, guidance and training to youth, parents, teachers and other professionals working with youth, and the community at large.
- 4) Reducing the number of substance abusing youth in our community.

Gini Goulet is the Coordinator of this program, based at the High School but serving all schools and the town.

Outside Funds

School Improvement Council Dollars, from the state, have resulted in grants of \$10 per pupil for each school. Projects funded have included a writing center, an art project, purchase of video and projection equipment, a roll laminator, student attendance at theatre performances, field trips, in-school performances by artists and a scientist, artist, and poet-in-residence, to name a few.

Horace Mann Teacher Grants, from the state, have brought more funds to support teacher projects. Some 50 teachers received grants of from \$250 to \$2500. About 1/3 of the projects were requested by the administration, and the remainder were grants designed directly by the teachers themselves. Examples of Horace Mann grants include Logo Resource support, training for a desk-top publishing center, and creating a new statistics course.

The Brookline Foundation dispersed grant money for three system-wide projects and 30 teacher-initiated projects in May, 1986. Examples of the latter include support for writing an autobiography textbook, running a mathematics institute and developing a new primary organization. Another grant was given in the form of the Ernest R. Caverly Award in recognition of outstanding teacher contributions, to Baker School music teacher, Ursula Fecheck. The Foundation also underwrites the publication, twice a year, of "Reflections," an in-service

professional journal by and for Brookline teachers.

Lucretia Crocker Fellows were announced for the state. Joan Tieman from Driscoll School was one of the twelve state recipients. She has spent the school year consulting with a variety of schools on The Children's Literature Project, the subject of her fellowship.

Meredith Jones

In June of 1985, Dr. Meredith Jones was hired as Brookline's new Assistant Superintendent for Instruction, replacing Dr. Louise Thompson who resigned. Dr. Jones came to Brookline from Harvard Graduate School of Education, where she was Acting Director of Development, Special Assistant for Administration and Planning in the Dean's office, and Instructor of Education. She was also a former Principal of the Joseph Brooks School in Lincoln, MA., and a former science teacher and science department chairman.

Dr. Jones' primary goal this year has been to learn about the Brookline community and school system: its people and their hopes and concerns; its history; its operating procedures. To accomplish this goal she has interviewed key people in the school system and community, met with small groups, and observed in the schools. The information she has gathered, combined with the knowledge she brings, has enabled her to have an immediate impact in defining the school system's needs, in shaping the FY88 budget, and in fostering teamwork among administrators and teachers. She has assumed the leadership of the Staff Development Task Force, working with that diverse group of teachers to design a workable Staff Development Plan. She is also working closely with the Superintendent to address issues of Black achievement and self-esteem and with the Assistant Superintendent for Curriculum on issues of curriculum consistency and teacher support.

Capital Improvements

Funds were set aside this year to waterproof the Pierce School, replace Runkle's "portable" classrooms, and at Brookline High School, design new science labs and complete the quadrangle renovation.



Pierce Students

LIBRARY

Automation Planning

The library continues to grow and change as it works toward meeting both the needs of the community and the challenges of technology.

Building on the comprehensive analysis prepared last year, planning continues on creation of a machinereadable data-base of the library's collections, and establishing a computerized circulation system. The library's long range automation plan is definitely on the way.

The Trustees approved a staff recommendation to participate in a newly developed regional automated library system, based in the Boston Public Library, to include also the public libraries of Brookline, Cambridge, Newton, Malden and Chelsea. These libraries will share in the development and operational costs of an automated circulation system which will make the holdings of all of the libraries available to library users in all of these communities. Funds for this project were approved by Town Meeting following extensive discussions and review by Town officials, citizen boards and library staff. Barbara Marcus, Trustee Liaison, worked closely with the staff on the automation project.

Starting in 1987 barcodes will be applied to all of the library's books and library cards, new computer terminals will be installed, and machine-readable records will be created for each one of the library's several hundred thousand books, records, and other library holdings.

When the system is in operation in 1988, library users will be able to know where books are, when they are due, and what other libraries own them. Books will be renewed and reserved with greater ease, and circulation transactions will be made more convenient and informative.

Branches

<u>Putterham</u>—This is the second year for the full time children's librarian at the Putterham branch library and her efforts have resulted in increased use by the South Brookline community.

The children's room is now more inviting with its colorful area rug, posters and mobiles. Blocks and other toys have also been acquired for children to enjoy, while parents select books.

The Baker School library has again lent to Putterham's collection the popular titles on the school reading list for the summer months.

Several new collections were established during 1986, including children's audio cassettes, a young adult paper-back collection, large print books and a collection of popular best sellers for rental. The Putterham staff did a superb

job in researching, planning and implementing the procedures which have led to popular books getting to readers faster and more money being available for buying new books.



<u>Coolidge Corner</u>—Jerry Cirillo, and Diane Iwashita Cowles (pictured above) are the new supervisor and children's librarian respectively at the Coolidge Corner branch. Mr. Cirillo was formerly head of adult services at the Westwood Public Library, and Mrs. Cowles comes to Brookline from the Witchita (Kansas) Public Library.

Reference

Among the highlights of 1986 are the addition of new sound recordings, including compact discs and books on tape, and the creation of the Career Center.

Progress was also made in the complex task of analyzing our rich and extensive collections as part of automation planning. Biography, art and music, general reference and applied science are completed and we are at work on history and literature. Several procedures related to collection maintenance and development have been streamlined and are now handled using more efficient methods. Backlogs have been eliminated in binding books, new editions and pamphlets.

Sara Ehrmann, Brookline resident and life-long activist in the movement to abolish the death penalty, has donated her personal papers to the library. These include records of her activities as well as information on Sacco and Vanzetti and other famous cases.

Passes for the Children's Museum, the Science Museum and the Museum of Fine Arts were acquired through a Friends of the Library gift and have been made available since November. This new service is very popular and the library plans to add several additional free museum passes in 1987.

Book Discussion Group

A book discussion group, co-led by the Town Librarian and Jean Lindman, a reader's advisor librarian, began meeting in February with stories by Isak Dinesen. The group at first focused on short stories, then paired author biographies with their stories, and now includes novels. Mrs. Lindman describes the group as "friendly and informal, and interested in discovering new authors and exploring serious fiction. Being part of it is a delightful, illuminating experience".

Card Catalog

The main library's card catalog, divided since 1981 into two alphabets with two different sets of filing rules, was merged into one unified list in 1986. This involved combining the filing rules for the "old" and "new" catalogs—retaining the best features of both—interfiling and refiling the merged catalog of nearly 1,000 trays and relabeling the entire unified catalog. This complex and time consuming task was accomplished by the Technical Services Department in the hours before the library opened with minimal inconvenience to our patrons. A brochure explaining the new filing rules is being prepared for public posting at each card catalog case.

Robert I. Hunneman Fund

The Trustees of the Brookline Public Library remembered former Trustee and long time Board Chairman Robert Ingle Hunneman by naming the gallery and performance hall in the main library in his honor. The late Mr. Hunneman, a Brookline native, was elected to the Library Board in 1955 and remained a Trustee through 1979. He served as Chairman from 1956-64 and again from 1970-74. During his term of service additions to the main library and



Technical Services Staff working on Catalog Integration Project.

the Coolidge Corner branch were undertaken, and the Putterham branch was constructed.

At the dedication ceremony the Trustees announced the establishment of the Robert I. Hunneman Fund and welcomed contributions from Mr. Hunneman's friends and the general community.

PLANNING AND DEVELOPMENT

Planning Board—Planning Department

Organization and Function

The Planning Board is a five-member citizen committee appointed by the Board of Selectmen to serve in an advisory capacity on Town planning and community development issues. Two Board members retired in 1986 after many years of dedicated service: Patricia Libbey served for 7 years, and Robert Kramer for 13 years. Michael Cutler and Robert DeVries were appointed as new members. Jo Anne Brooks, Department Senior Secretary, continued to serve as the Board's recording secretary.

The Planning Department serves as staff for both the Planning Board and the Board of Selectmen. The Department has six full-time professional planners and is administered by Planning Director Jay Woodward, who is appointed annually by the Board of Selectmen.

In addition to Department staff members serving on a variety of local and regional task forces during 1986, Planning Director Jay Woodward continued as Brookline's representative on the Metropolitan Area Planning Council.

Zoning and Development Review

An unusual number of Board of Appeals cases were processed in 1986 (102) as compared with 1985 (67). When 92 sign and facade design review cases are added, the total development review cases were 194, compared to a total of 147 cases the previous year. 37 of the Board of Appeals cases required design review, compared with only 16 last year. These cases were handled by Senior Planners Jim White and Nancy Loeb. Design assistance was provided by Senior Planner Ty Zeigler and consultant John Furlong.

Significant developments reviewed by the Planning Board and approved by the Board of Appeals included construction of function rooms at the Steak Place Restaurant at 1268 Boylston Street, the conversion of a racquet-ball club on 111 Cypress Street to a 22,500 sq. ft. office building, construction of 31 condominiums at the old telephone building site on Marion Street, the conversion of the City View Nursing Home at 216 Summit Ave. into 20 condos, and the subdivision of the Paine Estate into 13 lots.

Signs, facades and awnings were approved by the Planning Board in all of the town's commercial areas. Many of the significant items were on buildings approved the year earlier: awnings at 1309 Beacon Street, the B-2 parcel in Brookline Village, and the facade for the IDS office conversion on Commonwealth Ave. Other notable improvements included signs and facade for Lady Grace

at 1364 Beacon Street, signs for E.F. Hutton and Liberty Mutual at 1244 Boylston Street, and Salon Pigalle at 123 Saint Mary's Street.

The Planning Board and Town Meeting dealt with several zoning issues during the year. As a continuation of the restudy of the zoning districts along Beacon Street, which began with the downzoning of Coolidge Corner and continued in 1985 with a reduction in density in several residential sections along Beacon Street, the Planning Board recommended and Town Meeting approved additional map changes along lower Beacon Street. Town Meeting supported the Planning Board's positions and voted to reject the rezoning proposals for Hallwood Road and Brookline Avenue and to defer a proposed building moratorium. Town Meeting did adopt the amendments recommended by the Planning Board to increase the Town's control over industrial service uses and to eliminate a car wash as a permitted use in any zoning district. The building moratorium was defeated by Town Meeting in November. Also in November, Town Meeting adopted zoning amendments recommended by the Planning Board to tighten the regulations for facade alterations, to establish uniform signage for gasoline service stations, and to provide for noncriminal disposition of violations of the Zoning By-law.

In the spring, the Board of Selectmen appointed the Comprehensive Plan and Zoning By-law Review Commission to review those documents and work with the Planning Board on their revision. The Planning Department serves as staff for the Commission which meets on a weekly basis.

Redevelopment

While the Town's redevelopment efforts are winding down, the Department continued to be actively involved in the site development of the medical/office/retail complex on the B-2 parcel, including review of landscaping, walkways, pedestrian furniture, signs, and awnings. Occupancy of the rehabilitated buildings began in late winter and the first office building tenant opened for business in the beginning of 1987.

Community Development Block Grant

The preparation, monitoring, and evaluation of the Town's \$1.2 million Community Development Program continued to be another significant activity of the Planning Department. Working closely with other Town agencies and citizen groups, CD Administrator Gail Lewis has

provided staff support on preparing and implementing the recommended grant program, assisted by CD Secretary Derick Wai Yung. 1986 was a particularly interesting year because much staff time was spent reacting to the Gramm-Rudman bill and deferral of CDBG funds. Ultimately, the deferral proposal was overturned, and the Town received an additional \$206,000 which increased our grant to the \$1.2 million figure.

Overall, the Department provided coordination and technical assistance for twenty-four programs and activities funded by the Town's Block Grant. The grant has continued to fund such eligible activities as housing rehabilitation, park planning, community facilities, commercial area development, and public services which benefit low and moderate income persons.

The Department has continued to put a major effort into park rehabilitation design, particularly by consultant Landscape Architect John Furlong on Longwood Playground, Corey Hill Park, Runkle Playground, and Larz Anderson Park. The reconstruction of Juniper Playground, designed by Senior Planner Ty Zeigler, was completed this year. As in the past, Planning Department staff prepared the overall design proposals and worked closely with the Engineering Division which prepared the construction plans and specifications. throughout the process, many meetings are held with the Park Director, the Park and Recreation Commission, and neighborhood groups.

CD Rehabilitation Programs

Midway through the calendar year, the Planning Department assumed the responsibility for the Town Rehabilitation Office, with Gail Lewis appointed as Rehab Coordinator. Although reorganization and staffing changes occurred, the Town Rehabilitation Office remained responsive to its program mandate of administering the rehabilitation programs. Rebates and grants continued to be the significant activity of this office along with the administration of several federal programs.

Under the Federal Section 312 Rehabilitation Loan Program, three homeowners did receive 3% loans totaling \$49,000 for the rehabilitation of the dwelling units.

The Federal Rental Rehabilitation Program, which offers a grant to an eligible entitlement community of 50,000 or more persons, was the conduit for two eight-unit projects which qualified for funding. With combined fiscal year funding, the Town was able to provide \$5,000 per unit which was more than matched by the owner for rehabilitation costs. Section 8 certificates were also provided to make the units affordable to low income families.

In 1986, a revolving rehabilitation loan program was established. With monies paid back to the CD housing program through the conveyance of properties which had liens secured for grants/rebates provided by the Town, these funds will provide the source of funding for the program. Adoption of a loan program by the Town is in anticipation of continued cutbacks in federal programs.

Housing Planning

With concerns mounting about a crisis in "affordable" housing for the elderly, young and single-parent families, minorities, new immigrants, the handicapped, and others of modest means, the Planning Department continued to devote considerable attention to developing creative housing strategies. These efforts were coordinated by Program Planner Judy Alland.

With a Strategic Planning Grant administered by the department and awarded by the Executive Office of Communities and Development, the Town hired Emily Achtenberg as a consultant to undertake a study of affordable housing initiatives. Her first report, presented in November, outlined the full menu of options and recommended those most appropriate for the Town. Later reports will focus on implementation of the most promising alternatives.

In addition to providing research assistance to the consultant, the Department also acted as both resource and administrative staff to the Selectmen's Affordable Housing Committee (AHC) and several of its subcommittees. The AHC, formed in the spring, set up subgroups to investigate various aspects of housing problems and opportunities: regulation (rent control and condominium conversion), zoning, development and finance, and policy coordination. An "acquisition task force" was later established to plan for two specific projects. With two "miniadvances" provided by EOCD's Municipal Advance Program and administered by the Department, the Town hired Ms. Achtenberg to extend her work by advising on the feasibility of these projects.

In conjunction with these activities, the Department prepared background materials on Town demographics ("Brookline Profile: Population, Housing, and Income") Town housing needs ("Determining Brookline Housing Need"), and on other subjects such as lodging houses accessory apartments housing trust funds, the real estate transfer tax, non-profit development, and inclusionary zoning. It continued to collect and analyze housing data and to serve as a clearinghouse for housing materials and program information. The Department also prepared applications to enable the Town to participate in the State's Homeownership Opportunity Program (HOP) and to be designated a Massachusetts Housing Partnership (MHP) community. This designation gives the Town access to various types of State financial and technical assistance.

Energy Conservation Planning

Although the Town's priorities shifted this year toward promoting affordable housing initiatives, energy conservation planning remains a significant concern. With uncertainty about long-term fuel prices and supply, the Department continues to monitor the energy situation, to gather information and provide access to funding sources, and to develop policies and programs geared toward

increased energy efficiency.

The Brookline Improvement Coalition

The Brookline Improvement Coalition, Inc. (BIC) is a local non-profit development corporation founded in 1980 to administer the Equity Transfer Assistance (ETA) Program. This program, funded with a HUD Innovative Grant, provided assistance to 33 low-to-moderate income tenant households faced with displacement, enabling them to purchase their units as condominiums. The BIC subsequently undertook two energy conservation loan programs.

This year the BIC concentrated on identifying appropriate development strategies and potential projects in light of the work of the newly appointed Affordable Housing Committee and of housing consultant Emily Achtenberg. The BIC continues to see its role as one of implementation and is currently expanding its board in preparation for undertaking one or more new projects.

The Planning Department continued to provide staff to the BIC, monitoring and advising ETA clients, handling

administrative matters, and furnishing research and resource capability.

Capital Improvements

The Planning Board has maintained the Capital Improvements Program process, reviewing proposed capital expenditures of Town departments and evaluating them in terms of priorities, fiscal impact, and relationship to the Comprehensive Plan. In FY 1987, \$8 million worth of capital projects were approved, mostly financed by bonding. However, there is still a serious backlog of capital investment needs, the continued deferral of which will have costly long-term consequences. Therefore, the Planning Board will continue to press vigorously for a more realistic level of capital investment by the Town every year.

As in previous years, the Planning Department has provided technical and design services to many Town agencies and citizen groups. Department staff attended more than 250 evening or weekend meetings during 1986.

Historical Commission

The Brookline Historical Commission, established in 1974, has the charge of promoting the restoration, protection and preservation of historically, archeologically and architecturally significant sites and structures in the Town. There are seven members of the Commission who are appointed by the Selectmen; two part-time consultants provide staff and office support.



The S.S. Pierce Building, on the National Register of Historic Places, is being restored to its original 19th century appearance.

In 1986, the Commission responded to over 200 inquiries for historical information, technical assistance and investment tax credit data. The Commission also served as a resource for several Town and civic agencies, assisting in the design review process, grant proposal writing and technical advising. Over the year, the Commission worked with the Planning Department in reviewing plans for the development of the Paine Estate and the City View Nursing Home sites, the rehabilitation of the S.S. Pierce Building, and various sign and facade review cases. It worked closely with the Engineering Department on the plans for Route 9 improvements and the rebuilding of the Lincoln School wall. In conjunction with the Parks Department and the Department of Public Works, it undertook an application for State preservation monies for the Brookline Reservoir, Historical information and design support were given to the Parks Department for a Federal grant to reconstruct Larz Anderson Park. The Commission aided the Brookline Council for the Arts and Humanities in the mounting of the Town Hall lobby exhibit. The Commission and its staff continued to act in an advisory capacity to the Town Meeting Members Association, the study committee on the Town Garage and Fire Stations #1, #2, #7, and the Town Rehabilitation Office. Last fall, the Commission began to work with the Comprehensive Plan Committee in rewriting those portions of the Plan concerning preservation issues. The Commission aided in the writing of an historical report of the Parcel B-2/Brookline Place area and has been coordinating efforts to rehabilitate the Coolidge Corner MBTA shelters.

The Commission was involved in the design review process of the City View Nursing Home on Corey Hill.



Other activities of the Commission included aiding other non-profit organizations to apply for State preservation funds, serving on the local advisory board for the Olmsted Park Restoration Program, participating in a state-wide Preservation Conference organized by Historic Massachusetts, Inc., co-sponsoring a tour of local homes and participating in a lecture series, sponsored by the Frederick Law Olmsted National Historic Site.

A grant of \$767,000 was received from the Massachusetts Executive Office of Communities and Development to purchase and rehabilitate a residence for clients of the Brookline Community Mental Health Center. The property at 151 Kent Street was purchased and plans for its rehabilitation are in preparation. It is anticipated rehabilitation can begin in late fall and that the program will be in operation by the end of this year.

In a model cooperative venture with the Town of Brookline, using HUD's Rental Rehabilitation Program, 14 units at 8-10 Homer Street and 15-17 Aspinwall Avenue were rehabilitated and are now being occupied by Section 8 certificate/voucher holders. This is the only such project to be completed in the entire northeastern part of the country.

Design work for security improvements at the Walnut Street Apartments was completed at the close of the year. This first phase of an overall upgrading program, valued at \$4.3 million, is to begin in the spring.

Historic District Commission



Walnut Street in the Pill Hill Local Historic District was the site of many local historic district cases this year.

The Brookline Historic District Commission oversees changes and alterations to properties in the Town's two local historic districts, Cottage Farm and Pill Hill. Its seven regular members and four alternates are appointed by the Board of Selectmen. The staff support is provided by two part-time consultants who also work for the Historical Commission.

In 1986, the Commission reviewed thirty cases, granting five Certificates of Appropriateness for projects in Cottage Farm and seventeen Certificates of Appropriateness for work in Pill Hill. The work approved included additions, solar panels, fences, retaining walls, decks, porches, windows and roofs. There were also two preliminary cases, three modifications to earlier Certificates and five Certificates of Non-Applicability issued.

In response to the increased activity in the two districts, the Commission will publish a handbook for property owners. This handbook will include general design guidelines as well as ideas for window replacement, height, design and location of fences, additions and porches.

Building Commission

The purpose and scope of the Building Commission is to oversee the design, construction, and major repairs of town owned buildings.

The members of the Building Commission, who were unanimously reappointed in May of 1986, are as follows: Mr. Louis Wilgoren, Chairman, a licensed builder; Mr. Christopher Hussey, an architect; Mr. Louis Scorziello, a registered engineer; Mrs. Janet Fierman, a lawyer; and Mr. John Doherty, an engineer.

During 1986, the Building Commission began prepa-

ration for the following projects: Department of Public Works Feasibility Study, Fire Stations Feasibility Study, Fire Station 5 Reroofing, High School Science Labs Rehabilitation, High School Reroofing, Pierce School Waterproofing, and Runkle School Addition and Interior Renovations.

In accordance with Article XV-A of the Town By-Laws, Committees of Seven were formed for five of the above noted projects which consists of one member of the Board of Selectmen, three members of the Building Commission, and three members of the using agency.

Housing Authority

General Information

186-218 Chestnut Street

During 1986, the membership of the follows:	e Authority was as
Frank I. Smizik, Chairman Agnes M. Rogers, Vice Chairwoman Christina Wolfe, Treasurer Harriet Bremner, Member Pamela Goodman, Member Miles Mahoney, Executive Director an	nd Secretary
The Authority holds its regular month second Monday of each month at 7:30 Morse Apartments, 90 Longwood Ave	PM at the Theresa
The following programs are adm	ninistered by the
Authority: FEDERALLY ASSISTED:	UNITS
Walnut St. Apts. 22 High Street	Family 70
4-42 Walnut Street	Family 72 Elderly 28
Sussman House 50 Pleasant Street	Elderly 100
Arthur O'Shea House 61 Park Street	Elderly 99
Theresa Morse Apts. 90 Longwood Avenue	Elderly 99
John W. Kickham Apts. 190 Harvard Street	Elderly 39
Section 8 Leased Housing	292
STATE ASSISTED: High St. Veterans 6-30 New Terrace Rd. 176-224 High Street	Family 177

Egmont Street Veterans 51-85 Egmont Street 338-348 St. Paul Street 209-221 Pleasant Street	Family	114
Trustman Apartments 7-33 Egmont Street 144-156 Amory Street 337-347 St. Paul Street	Family Elderly	
Col. Floyd Apartments 32-40A Marion Street 19-36 Foster St. Ext.	Elderly	60
Scattered Site		2

Information on applications and eligibility can be obtained by writing or calling the Authority's central office at 90 Longwood Avenue. Phone 277-2022.

194

Program Activities

Chapter 707 Leased Housing

Annual Operating budgets totaling more than \$2,953,663 were approved by the United States Department of Housing and Urban Development and the Massachusetts Executive Office of Communities and Development. They include operating subsidy payments from the state and federal governments of \$542,675.

Rehabilitation work was completed in late 1985 on the Sullivan Trust Lodging House. The facility, serving more than 30 individuals, was completely leased by March 1986.

Using \$193,000 provided by the Town of Brookline through the FY86 CDBG program, master site plans were prepared for the Egmont and High Street Veterans developments and major work including paving, grading, planting and fencing was completed at Egmont Street.

HUMAN RESOURCES

Health Department

1986 is remembered as a year of unrelenting efforts to maintain established programs, while attempting to confront the urgent demands of emerging health problems and keep pace with the ever-increasing requests for Health Department services. The efforts seem futile, however, and progress in one area appears to be gained at the expense of other programs and services.

Understanding this dilemma is made easier by reviewing the budgetary pattern of the past decade. When expenditures of Brookline's major service departments in the current fiscal year (FY87) are compared with the amounts spent a decade ago (FY77), it can be seen that the aggregate cost of Non-School departments and services increased by 55%. The budget increase over the tenyear period averaged 73% for the major public safety agencies, 66% for public works, and 56% for library services. By contrast, the Health Department budget increased by less than 8%, while aggregate spending for Human Services (including Health) actually declined over the ten-year period.

For the Health Department, as with human service agencies, generally, personnel costs represent approximately 90% of total operating costs. Within the context of less than 10% budget growth, the effect of salary increases for municipal workers in the range of 80% over the past decade, is not difficult to imagine! The inevitable impact was to reduce the number of full-time positions by 40%, from 25 in FY77 to 15 in FY87.

Challenges

At the same time that serious budgetary constraints were faced, the Department has experienced unparalleled demands to respond to public health challenges across the breadth of the entire program.

- AIDS looms as the infectious disease challenge of the century, while treatment eludes care givers and prevention relies on education and behavioral changes.
- The long-recognized environmental hazards of lead and asbestos exert renewed urgency as their adverse effects on human health are better understood and the need for removal and safe disposal is addressed in dwellings and other structures.
- The health and well-being of young children commands continued concern as escalating costs leave many households with fewer alternatives for health care and more children are at increased risk from societal changes which result in more single-parent households and more families with two working parents. The need for close supervision of day care programs and facilities is

prompted by front-page reports of physical or sexual abuse of pre-school children.

• As with communities across the country, Brookline experiences the continued impact of substance abuse among its residents. Every neighborhood and most families have felt the effects of excessive use of alcohol or the destructive consequences of the inappropriate use of drugs or other chemical substances.

Environmental Health Services

The Food Protection Program was strengthened by the temporary reallocation of resources to the inspection of food service establishments and by the increased comprehensiveness and uniformity of inspection visits. The inspection program was further enhanced by the introduction of a newly designed inspection report form and by the publication of guidelines for the identification and use of enforcement sanctions.

Brookline, together with a number of area communities, is cooperating with a weekly newspaper in its editorial campaign by which the names of restaurants with serious health code violations are published each month. This program of public reporting has been well-received by the public and appears to be serving as an incentive to restaurant operators to maintain an acceptable level of sanitation in order not to have their establishment listed in the newspaper.

With presently available resources, the Food Protection Program cannot be sustained at the 1986 level of intensity. A budget proposal for an enhanced food protection program was unsuccessful in 1986, and will be resubmitted in 1987. This proposal would provide not only for more frequent inspectional visits, but a shift to the more progressive program concept of Hazard Analysis/Critical Control Points, which seeks a fundamental upgrading of food service operations by the indepth review and assessment of food preparation processes and operations within each establishment.

A somewhat milder than normal winter resulted in fewer heat complaints during the cold weather months. Nevertheless, more than a thousand environmental complaints were received during 1986, most of them dealing with housing code violations. Improved scheduling and other operational refinements, improved the effectiveness of field coverage by the part-time inspectors on evenings and weekends.

At the request of the Board of Selectmen, the Health Department assisted with the drafting of two bylaw amendments, adopted by the Fall Special Town Meeting. One of the measures provided for the non-criminal disposition of violations relating to the premature placement of trash at the curbside for municipal pick-up. The other measure provides for access to employee toilet facilities by patrons of Common Victualler establishments.

Community Health Services

Although supported by limited resources, the clinical services and health education programs offered by this component of the Department provided direct service to nearly 6,000 Brookline residents.

Important progress was made in assisting persons seeking to discontinue smoking or undertake the more effective control of excess weight. Behavior modification workshops featuring hypno-therapy are offered monthly, are well-received, and reported to be quite effective. Encouraged by the success of these interventions, plans have been made to offer Smoking Cessation Sessions for high school students and their parents.

Three Blood Donor Drives were conducted, each attracting a larger number of participants. With a high level of anxiety, unwarranted, but nonetheless real, focused on blood donation in the face of the AIDS epidemic, the importance of successful blood collection drives cannot be overstated.

The annual Flu Immunization Program attracted an increased number of residents to the Fall clinics, reflecting predictions of a more severe Flu seasons during the Winter months. There has also been an increase in the Blood Pressure Screening Program, with efforts made to improve the targeting of this service to high risk and previously undetected hypertensives.

A variety of vital Child Health Services were provided to children-at-risk in the community. Over 120 children are enrolled in the Well Child Clinic, and an additional 500 home and office visits were provided for both well and sick children. One hundred fifty children, from the Well Child Clinic and from day care centers, were screened for lead poisoning. With an estimated 15,000 dwelling units in

Brookline containing lead paint, educational materials and programs are being developed for day care personnel and concerned residents.

The Alcohol and Drug Abuse Counselor conducted 300 substance abuse evaluations, with more than 100 of these referred by Brookline Municipal Court. For persons convicted of drunk driving offenses, a pre-sentencing assessment is requested by the Court. Recommended dispositions include referral to treatment facilities, outpatient counseling, or self-help groups. Weekly drug and alcohol education workshops are conducted, not only at the Health Department, but throughout the Town.

Administration

An increased level of operational stability resulted from achieving and maintaining a full staffing level for much of the year. The recruitment and retention of quality staff remains a high priority for the Department.

Citizen involvement also continued as a key element in 1986. The Advisory Council of Public Health welcomed a new member to its ranks and provided important and timely guidance on policy and programs through regularly scheduled monthly meetings. The Council's Subcommittee on Code Enforcement was strengthened by the acquisition of two new members and the designation of a new chairperson. The subcommittee continued to assist in the review of policies and procedures pertaining to housing code enforcement. Major assistance, in a variety of program areas, was again provided by a corp of volunteers who come forward each year to assist in clinics and other health services.

A program of health center improvements was continued in 1986. Through the use of interest earned on the residual balance in the Train Fund, it is possible to make renovations and improvements in a busy building which has now been in use for more than thirty years. Last year, the health center's Library was renovated and plans are completed for a general upgrading of the Environmental Health Office.

Human Relations—Youth Resources

In 1986, the Human Relations-Youth Resources Commission focused primarily on two issues: race relations and substance abuse.

Elizabeth S. Pollock completed her eighth year as Commission Chairman, while Sandra Bakalar became Vice Chairman. New members appointed by the Board of Selectmen were Gloria Oldsman, Dennis Reardon, and Ethan Zindler. Retiring members were Eve Gurian, Philip Henkoff, and Toby Miller. Staff changes occurring during 1986 included the hiring of Lauren E. Daitch as Assistant Director. Department secretary Tina Fonseca left in order to take a job in the private sector and was succeeded by Ongelita Mockabee-Miles. Lastly, Sue Madow came on

board as Jobs for Youth Coordinator.

The Human Relations-Youth Resources Commission full-time staff included the Director, Assistant Director, and Senior Clerk-Stenographer, while the part-time staff included the Jobs for Youth Coordinator and seasonal youth workers. The Commission offices at the Brookline Health Center, 11 Pierce Street, across from the Town Hall, provided client intake and counseling space for the Metro/Southwest Employment and Training Administration (JTPA).

Aside from numerous sub-committee work sessions, the Commission held ten staff-assisted meetings in 1986. Standing committees this year were: Committee on Substance Abuse and Violence Among Youth-SAVY, Commit-

tee on Police/Youth Relations, Community Education Committee, Fair Housing Committee, CATV Program Production Committee, and the Youth Award Committee.

In addition to his work in community relations, the Director is Brookline's Affirmative Action Officer, Fair Housing Officer, and Minority/Women Business Enterprise Officer (including contract compliance). In the course of implementing the Town's Affirmative Action Programs, the Director communicated with department heads and other Town personnel as well as with federal and State equal opportunity officers and members of various Brookline and Greater Boston minority communities. Comprehensive Affirmative Action compliance reports were prepared for the U.S. Equal Employment Opportunity Commission (EEOC), Department of Housing and Urban Development (HUD) and the Massachusetts Commission Against Discrimination (MCAD). The Affirmative Action Program has resulted in an increase in participation of minorities and women in the Town workforce. Satisfactory Affirmative Action compliance also had a direct impact in enabling Brookline to receive federal and state funds.

During 1986, the Director and/or Assistant Director served on and/or provided assistance to various Town committees including the Selectmen's committees on Police and Community Relations, Affordable Housing, Drug and Alcohol Abuse, as well as the Brookline Advisory Council on Drug and Alcohol Abuse of the Governor's Alliance Against Drugs, and the Interdisciplinary Advisory Committee on Substance Abuse Prevention. In March, the Director addressed the Brookline Rotary.

As a precursor to our work in 1986, in 1985 much effort and attention went into researching and publicizing the attitudes and experiences of Town youths with regard to alcohol and drug use and the concomitant linkage to violent behavior. The preparation of a vehicle for surveying Brookline High School students was accomplished by the members of the SAVY Committee, headed by Helen Patterson, with the professional involvement of the Medical Foundation of Boston. In December of 1985, the results of that survey were presented to the community. At the January 1986 meeting of the Commission, members of the public, mostly parents, voiced their concerns about substance abuse. Suggestions were proffered of ways to deal with this problem. In April of 1986, the SAVY Committee released the results of its survey of youths in grades six through eight. As a direct result of the Commission's research and public stance on this issue, the Town funded a new program dealing with drug and alcohol abuse among youth. The SAVY Committee and the Assistant Director worked in conjunction with the Health and Police Departments, the Board of Selectmen, the School Committee, and Brookline Mental Health in order to develop a comprehensive Substance Abuse Prevention Program. Also during 1986, the chairmanship of the SAVY Committee passed to Sandra Bakalar and Dennis Reardon.

Also continuing from 1985 was the Commission's examination of relations between youths, especially minority

youths, and the police. A subcommittee, chaired by associate member Robert McCain with the active participation of youth members of the Commission, heard complaints from teenagers. Tangentially, the committee also encouraged high school students in their attempt to develop a mechanism (Project BRYDGES - Brookline Youth Discussing Growing Environmental Stresses) for dealing with teenage issues. In August the Commission sponsored member Tehani Collazo to participate in Anytown, New England, a comprehensive human relations and leadership program for teenagers. During much of 1986 the Commission heard complaints from minority persons who maintained that they were being harassed by the police. Subsequently, the Director spent a week. in March, addressing Brookline Police officers on intergroup relations issues. The Director and Chairman Pollock also met with a special Selectmen's committee in order to address the problem of police/minority relations. Over the months, the Commission also received input from the Brookline Parents of Black Children. In October, Chairman of the Board of Selectmen Zvi Sesling addressed the Commission and urged greater programming in the area of community education on intergroup relations. Finally, the Commission worked with the police and the DPW in an effort to eliminate racist grafitti.

In the area of housing, the Commission reviewed Fair Housing activities at the Brookline Housing Authority, discussed the plight of the homeless, and the need for affordable housing. In March, BHA director Miles Mahoney explained the tenant relations process with emphasis on placing racial and ethnic minorities. In June, the Commission surveyed the issues and dangers confronting homeless adults and youths. Housing Committee chairman Ruth Flaherty participated in sessions of the Selectmen's Affordable Housing Committee.

Outreach efforts continued in the attempt to involve minority and women owned firms in the Town's bid process. The Director attended regional programs on this issue and increased contacts with M/WBEs and organizations that work with them. Yet, M/WBE participation in Brookline is regrettably, minimal.

In September, it was reported that for the Summer of 1986, the Mini Public Service Youth Employment Program had 76 participants, 33 males, 43 females, 21% of whom were minorities, for a total of 7,300 work hours. During the same period, the Community Development Youth Employment Program had 76 participants, 35 males, 41 females, 39% of whom were minorities, for a total of approximately 18,250 work hours. Money left over from the summer went toward the school year work program. In addition to these two employment programs, Brookline youth also participated in the Job Training Partnership Act Summer Jobs Program and the commission private sector Jobs for Youth Program.

The Youth Worker Intern program continued its Spring through Fall schedule this year. In an effort to prevent vandalism and acting out in our parks and playgrounds, col-

lege students were hired to supervise activities as well as develop new ones for teenagers in conjunction with the park intern program administered by the Police Department.

Lastly, the Commission reviewed and updated the very popular Human Relations-Youth Resources Child Care Guide.

CATV Monitoring Committee

The CATV Monitoring Committee is now two years old. Tobe Berkovitz served as Chairman while C. Stephen Bressler, Ombudsman for CATV Operations, continued as Secretary. 1986 experienced one membership change with the resignation of John Emery.

The CATV Monitoring committee was formed in 1984 in order to monitor compliance with the license to operate a CATV franchise which had been granted to Cablevision of Brookline by the Town of Brookline. Persons chosen to serve on this Committee fit one or more of the following categories: 1) consumer of CATV services, 2) technical expertise or experience in video production, 3) legal expertise or 4) media expertise of a non-technical nature. During 1986, the Committee received staff and budgeting support through the Human Relations-Youth Resources Department.

In 1986, the Ombudsman handled 438 complaints and inquiries from Brookline residents relative to CATV. This figure was down from 717 the previous year. The Ombudsman was in frequent contact with Cablevision and consulted with his counterparts in Boston (also served by Cablevision) and other communities, as well as with officials at the Massachusetts CATV Commission and the State Office of Consumer Affairs.

This year, the Committee held eight staff-assisted meetings. There was considerable communication between the Committee and the Board of Selectmen. Monitoring Com-

mittee meetings were open to the public and were attended by representatives of Cablevision and Brookline Community Cable. The Committee's activities were regularly reported by the three local newspapers as well as, occasionally, the Boston press.

In addition to receiving and discussing regular reports from the Ombudsman, the Committee focused on the following issues: January-renegotiation of Cablevision's license, especially subscription rates, equipment and facilities improvements, and new construction; Cablevision marketing plans; local programming; problems with customer service; March—quality of signal reception; tenants rights and the right to obtain CATV; publicizing local programming; May-customer service issues; Cablevision marketing efforts; new construction; local programming; <u>July</u>—turnaround time in processing complaints; School Department CATV facility; New England Sports Network (NESN) availability in Brookline (including an extensive presentation by NESN Vice President and General Manager John Claiborne); stereophonic cablecasting; renters and CATV; September-meeting with Selectmen's Subcommittee on CATV on redefining the Monitoring Committee's mandate; bringing NESN to Brookline; October—bringing CATV to whole community; Cablevision's financial picture; November—review of Cablevision's compliance with the license.

Council on Aging

Brookline Council on Aging plans and coordinates services to Brookline's older population. In addition to legislative advocacy, the Council provides information and referral services, counseling, educational and social programs, and lunches at five Multi-Service Senior center sites. Three of these sites are in public housing for the elderly and two are in public schools. The Council on Aging is composed of representatives of six Town departments, 11 citizen members and 15 associate members.

Council staff includes information and referral persons, nutrition aides, a health insurance advocate, and outreach staff for the Council's emergency Medical ID cards and Vial-of-Life program. In addition, there are social workers available for crisis intervention, assessment, counseling, advocacy, and legal protective services. During this past year, it has been noted that the clients served are increasingly older and more frail. For example, in March 1986 a review of the counselor's caseload revealed that 79% of the elderly seen were over 75 years of age while 44% of those seen were over 85, and 16% were over 90 years old.

Transportation is provided by Elderbus, which operates on weekdays and follows a fixed route that includes senior housing, shopping, and hospital areas, and the Brookline Elder Taxi System (BETS), a cab discount program for low and moderate income elders, co-sponsored by Red Cab and Bay State Taxi companies.

The Council works closely with other Town departments in order to serve the elderly e.g. the Public Library, the Health Department, the Recreation Department, the School Department, and Adult Community Education Program. Moreover, the Council continues to collaborate with West Suburban Elder Services which serves as Brookline's area agency on aging and home care corporation administrating state and federal funds for the elderly.

In addition, the Council works with various private organizations and institutions to bring special programs to Brookline's older people. Among these groups this year have been the American Cancer Society, the Greater Boston Diabetes Society, Beth Israel Hospital, and Boston College Legal Service. Moreover, the Council continues to be grateful for the assistance that its volunteers provide.

Individuals perform important tasks such as friendly visiting and telephone reassurance where as groups such as Brookline Rotary Club and St. Mary's School also provide volunteer support.

Senior groups continue to flourish. In addition to the ongoing Retired Women's Group, Senior Strolls, Discussion Group and Senior Craft Fair, the Council has run

several other popular programs including: Assertiveness Training, Normal Memory Function in the Elderly, and an Intergenerational Choral Group at the Lincoln School. The holiday performance of this choral group was a tribute to both younger and older participants and the Council looks forward to continuing such projects in the future.

Veteran Services

In 1986 Bernard J. Belcastro was appointed as Director of Veteran Services.

The Department is responsible for assisting needy Veterans and/or their dependents with ordinary living expenses and medical expenses. The scope of these expenses are regulated by Directives from the State Commissioner of Veteran Benefits and Services under Chapter 115 of the Massachusetts General Laws. The Town of Brookline is reimbursed 75% by the State. Assistance is also provided to these eligible people in applying for any Federal benefits that they may be entitled to. Any monies received from the Federal Government results in a direct savings to the Town and State and generally affords the Veteran and his dependents a larger amount of assistance. The two major sources of federal assistance are the Veterans Administration and the Department of Social Security.

The decoration of deceased Veterans' graves interred within the Town is another important task for this Office. To assist in this work, the Department has instituted a new system to assure that every grave will get a flag. There are more changes being worked on which should be completed by the end of 1987.

The Department in conjunction with the Allied Veterans Council of Brookline, is responsible for the preparation of the Memorial Day exercises. This year, Memorial Day was celebrated on Monday, May 26, 1986 with a parade and ceremonies at the various war monuments as well as at Walnut Hills Cemetery. The Department also arranges for various speakers, who are Veterans from the Town of Brookline, to make presentations at the Public Schools in Brookline on Memorial Day.

Rent Control Board

The workload of the Rent Control Board/Housing Conversion Board increased substantially in 1986. The number of petitions filed increased 52% from 843 in FY-1985 to 1281 in FY-1986. The backlog of pending cases, however, increased 141% from 241 in FY-1985 to 587 in FY-1986. The increase in the number of removal permit applications is a significant factor in the Board's backlog crisis. During calendar year 1985 there were 343 removal permit applications filed and in the first eleven months of 1986 there were 652 such applications filed, an increase of 90%. As of the end of November, 1986 there were 260 removal permit cases pending which represented about 40% of all pending cases at that time. In addition, a new performance statistic recently instituted by the Board indicated that the staff handled approximately 31,452 public assistance inquiries, including telephone and in-person questions.

During the past year, the Board has attempted several interim measures to reduce the backlog and to improve staff efficiency. The Board has restricted its public assistance hours three afternoons per week since May, 1986 to enable staff to have uninterrupted work time. The inordinate amount of time spent by all the staff answering questions from the public seriously cuts down the amount of time available for processing cases. At present, the staff is assigned on a rotating basis for a half day to answer questions from the public. Funds were allocated for FY-1987 for the purpose of employing outside typists to transcribe hearing tapes so that the hearing examiners

would spend less time typing transcripts of testimony. Also, in FY-1987, an additional secretarial position was budgeted to provide further typing and clerical assistance to the staff. There were also several efforts made to improve case supervision and to monitor the staff's handling of their cases. For example, the number of weekly staff meetings have increased in order to ensure that everyone is informed about new procedures and policies. Funds were also made available to encourage staff to work overtime in order to complete their cases.

Recently, the Board delegated authority to the staff to process certain types of removal permit and exemption cases without the necessity of having to prepare a memorandum and obtain a Board vote. These new procedures have facilitated the processing time of some applications which would otherwise still be pending. These categories include the following types of cases where no hearings are held: (1) applications for removal permits based on the so-called "amnesty" provision; (2) applications for exemption from rent control based upon the unit being occupied by rent subsidized tenants or where the unit is a subsidized apartment; (3) applications for exemption from Article 39 where the units are new condominium units which have never been rented to a tenant; (4) applications for exemption from rent control where the construction of the units was completed on or after January 1, 1969; (5) applications for certificates of exemption from the removal permit provisions where 40% of the units were sold prior to May 14, 1980; and (6) applications for exemption from removal permit provisions where the initial sale of the unit was on or before May 14, 1980.

During 1986 there were several important changes to both Articles 38 and 39 adopted by Town Meeting as well as the adoption of a new town by-law, Article 39A, which is administered by the Rent Control Board/Housing Conversion Board. The new town by-law, Article 39A, became effective September 2, 1986 and provides certain condominium conversion protections for Brookline's noncontrolled tenants. This by-law came about as the result of a legislative oversight in the adoption of Chapter 527 of the Acts of 1983 (providing all Massachusetts tenants with condominium conversion protection) which inadvertently exempted Brookline along with several other communities. The protections include giving tenants a minimum one-year notice before eviction prior to a condominium conversion; giving elderly, handicapped, lowincome and certain moderate income tenants up to four vears notice before condominium conversion; prohibiting large rent increases during the period involving notice of conversion; and providing relocation benefits of between \$750 and \$1,000 for all tenants.

Among the several amendments to Articles 38 and 39, adopted in 1986, were the further definition of "existing tenant" requiring such tenants who buy their units to continue to occupy such units as their residence; the repeal of the "60%" provision; and the establishment of procedures for sales of condominiums to investors by the use of seller and buyer affidavits. In addition, at the November Special Town Meeting, the so-called "Brook House" amendment of Article 39 was repealed and several

amendments were added to Article 39 to eliminate any conflict between it and the new by-law Article 39A.

The Board amended Regulation 37 "Certificates of Eviction" by adding a new provision requiring landlords to send Notices of Tenant's Rights to tenants if the landlords serve a Notice to Quit or other termination notice on a tenant prior to a hearing on an application for a certificate of eviction. Also, the Board amended Regulation 34 "Setting Initial Maximum Rents" by providing for the scheduling of hearings and setting of initial maximum rents where landlords fail to cooperate with the Board when a property comes under rent control.

The Board also established a sub-committee to produce a pamphlet explaining the removal permit provisions. The staff assigned a person to assist the committee in drafting the pamphlet which will be released in the spring in conjunction with a workshop.

In the coming year, the Board will maintain its goals of reducing case backlog by processing more cases without hearings; reviewing and updating the Board's capital improvement and rent adjustment regulations in order to assure that properties receive a fair new operating income; improve its enforcement of the by-laws and regulations; review the current filing fees and recommend increases where appropriate; develop additional educational materials for public assistance and conduct workshops and seminars as a means of communicating with the public about new By-law provisions or new Board regulations; and improve the training of new staff and monitor cases more closely.

Council for the Arts and Humanities

Brookline is one of 348 cities and towns across the state to receive a semi-annual share of Massachusetts Arts Lottery "Megabucks" Funds. The town-appointed Grants committee of the Brookline Council for the Arts and Humanities is charged with setting guidelines, reviewing applications, and administering Lottery funds for local artists and cultural groups.

In 1986, 22 grants were awarded for innovative programs. The diversity of projects ranged from creation of an original musical for performance by a children's theater troupe, to theater performances in local nursing homes, and a photojournalist's essay on the lives of expatriates to the United States who have settled in Brookline or nearby. Several grants brought artists of different disciplines into the classrooms of the Brookline Public Schools.

This past year the Grants Committee initiated and sponsored a reception for Brookline artists at the Brookline Public library and a Grant Writer's Workshop in cooperation

with neighboring Newton.

The Council's other half, the privately incorporated Activities Committee, raises funds through its annual auction. Past proceeds from the auction supported the exhibition of reproductions of historical photographs and map of Brookline for the lobby of Town Hall. The Activities Committee designed and funded the exhibit while the town installed the wall panels and provided suitable lighting.

Other projects for 1986 included the Artists' Open Studio Weekend, an open air concert on Father's Day together with the Brookline Symphony Orchestra, and a Historic House Tour in conjunction with the Historical Society and the Friends of the Historical Commission.

Council members may be contacted through the Selectmen's Office. Applications and guidelines for Arts Lottery Funds are available at the Selectmen's Office beginning in January and again in September for the upcoming award cycles each year.

FINANCE

Assessors

The Board of Assessors is comprised of three members and include: Andrew H. Creen, Jr., Chairman, George F. McNeilly and Richard S. Kates, all of whom are appointed by the Board of Selectmen and serve three year terms. Richard P. Boffa was reappointed as Assistant Assessor.

Garrett C. Boles, was selected by the Assessors to fill the other Assistant Assessor position. Mr. Boles, both an attorney and appraiser, joins the staff with over nine years of public and private sector experience. His educational background and professional experience ensures a continued high level of professionalism of assessing personnel

The tax rates for Fiscal 1987 were approved by the Massachusetts Department of Revenue on September 26, 1986. This marks the earliest approval of the rates in recent

years and has allowed the Town to earn interest income rather than incur interest expense associated with borrowing in anticipation of tax revenue. Before the tax rates were submitted for approval, the Assessors met with the Board of Selectmen to provide relevant assessing data and analyses of various classification scenarios. The Board of Selectmen voted for a classification system and also to adopt a residential exemption of \$14,900. Based upon the Selectmen's classification vote, a residential rate of \$23.97 and a rate of \$33.20 for commercial, industrial and personal property classes were set by the Assessors.

The following two tables show a comparison between Fiscal 1986 and Fiscal 1987 of appropriations, revenues and taxable value, all of which are considered by the Assessors in setting the tax rates each fiscal year.

Comparative Receipts and Available Funds

	Fiscal 1986	Fiscal 1987	Increase	Decrease
Available Funds	\$753,058.00	\$2,297,073.26	\$1,544,015.26	
Available Funds to Reduce Rate	229,152.00	-	-	229,152.00
Federal Revenue Sharing	1,025,000.00	119,664.00		905,336.00
Overestimates	-	-	-	-
Estimated Local Receipts	11,255,937.00	13,050,000.00	1,794,063.00	
Cherry Sheet Receipts	10,269,483.00	12,314,058.00	2,044,575.00	**
TOTAL	\$23,532,630.00	\$27,780,795.26	\$5,382,653.26	\$1,134,488.00
Net Increase			\$4,248,165.26	
Amounts to be Borrowed	\$2,625,000.00	\$7,060,000.00	\$4,435,000.00	_
Net Amount to be Raised				i
Net Amount to be haised	50,978,462.02	52,968,753.49	1,990,291.47	•
Real Estate Valuation	2,148,274,402.00	2,192,403,573.00	44,129,171.00	41
Personal Property	46,751,045.00	41,252,150.00	•	5,498,895.00
TOTAL	\$2,195,025,447.00	\$2,233,655,723.00	\$38,630,276.00	\$5,498,895.00
Net Increase			\$38,630,276.00	

Comparative Amounts to be Raised and Appropriated

	Fiscal 1986	Fiscal 1987	Increase	Decrease
Appropriations	\$66,004,311.00	\$70,729,050.37	\$4,724,739.37	\$ -
From Available Funds	509,058.00	776,273.26	267,215.26	-
Court Judgements		90,000.00	90,000.00	-
Overlay Deficits	•	-		-
State Exam Retirement	10,127.00	4,806.00		5,321.00
MDC Parks				
MDC Sewers		-	-	
MDC Water				-
Boston Met. District Expenses	1,516.00	1,516.00		
MBTA	3,908,205.00	3,987,259.00	79,054.00	-
Elderly Retirement Program	28,179.00	9,957.00	-	18,222.00
Excise Bills	421.00	5,520.00	5,099.00	
Air Pollution Control	11,842.00	12,138.00	296.00	-
Special Education	50,568.00	57,396.00	6,828.00	-
Met. Area Planning Council	9,746.00	9,988.00	242.00	
Underestimates	-	123,894.00	123,894.00	_
County Tax	715,594.00	733,484.00	17,890.00	-
Overlay	1,144,269.02	1,313,114.12	168,845.10	
District Expenditure	931,686.00	1,272,885.00	341,199.00	-
TOTAL	\$73,325,522.02	\$79,127,280.75	\$5,825,301.73	\$23,543.00
Net Increase			\$5,801,758.73	

Treasurer-Collector

	Treasure	er-Collector	
In Accordance with GL Chap 41 S 35		Equipment	
Cash on Hand 6/30/85	\$14,140,795	*Remote Water Meters (1984)	\$450,000
FY 1986 Receipts	217,433,508	Fire Dept Equip (1984)	170,200
Total	231,574,303	Police Radios (1984)	73,800
FY 1986 Disbursements	213,387,715	Golf Irrig System (1984)	245,000
Cash on Hand 6/30/86	\$18,186,588	Parking Meters (1986)	120,000
		Computer System (1986)	1,000,000
DETAILED STATEMENT OF CASH	ON HAND	Telephone System (1986)	705,000
6/30/86		Subtotal	\$2,764,000
Bank of New England	\$2,971	Subtotal	Ψ2,7 Ο 1,0 Ο Ο
Baybank Norfolk Trust	- ,	Miscellaneous	
CETA	867	Energy Conserv Prog (1982)	\$560,000
Code Enforcement Prog		Energy Conserv Prog (1986)	355,000
Escrow	572		
Code Enforcement Prog Grant	455	Subtotal	\$915,000
Community Development		Total	\$10,255,000
Escrow	15,317		
Community Development Grant	4,220	*Outside Debt Limit	
Comprehensive Planning Grant	509		
Young Adult Conservation		LIMIT OF INDEBTEDNESS	
Corps	472	ENVITOR INDEBILIATION	
Boston Safe Deposit & Trust Co.	85,017	Equalized Valuation \$	1,964,957,383
Capitol Bank & Trust	831	Debt Limit-5%	98,247,869
First National Bank of Boston	3,667	Amount of Debt Outside Debt Limit	5,705,000
Shawmut Bank of Boston	1,329	Net Debt Subject to Debt Limit	4,550,000
State St. Bank & Trust	2,820	Remaining Borrowing Capacity	93,697,869
U S Trust	1,435	Tiernaming Borrowing Capacity	00,007,000
_		LOANS IN ANTICIPATION OF	=
Subtotal	\$120,482	TAX REVENUE - FY 1986	
Investments	17,988,857	7,77,12,72,1000	
Cash & Checks in Office	60,244	Bank of New England	\$2,500,000
Cash Memoranda	316	BayBank Norfolk Trust	2,000,000
Revenue Sharing	16,689	State St. Bank & Trust	2,000,000
Total	\$18,186,588	Boston Safe Deposit & Trust	1,500,000
		Patriot Bank	1,000,000
DETAILED STATEMENT C		Shawmut Bank of Boston	1,000,000
TOTAL FUNDED DEBT 6/30)/86	First National Bank	500,000
Schools & Sites		Bank of Boston/Norfolk	250,000
*Lawrence School (1972)	\$175,000	U S Trust	250,000
*Unified Arts Bldg. (1982)	390,000		
*School Repairs (1984)	1,060,000	Total	\$11,000,000
*High School Roof (1986)	120,000	LOAN IN ANTIQIDATION OF	
Subtotal	\$1,745,000	LOAN IN ANTICIPATION OF	
Public Buildings & Sites	Ψ1,7 10,000	STATE AID	
*Urban Renewal-Marsh (1972)	Ø45.000	Donk of New England	₾ 00714E
*Urban Renewal-B-2 (1984)	\$15,000	Bank of New England Interest Paid on Loans	\$227,145
Water Garage (1984)	1,690,000		¢100.010
Park/Forestery Garage (1984)	1,080,000	in Anticipation of Tax Revenue-FY 1986	\$123,819
Roof Repairs (1984)	145,000	DEVENUES EARNED EV 100	20
	81,000	REVENUES EARNED - FY 198	00
Subtotal	\$3,011,000	Interest on Investments	
Sewers & Drains		Interest on Investments	¢700.004
Constr/Sewers & Drains	15,000	General Cash	\$736,881
*Constr-Rehab/Wat Mains	1,805,000	Revenue Sharing Miscellaneous Interest and Fees	32,175
Subtotal	1,820,000		426,849
	1,020,000	Total 70	\$1,195,905

Comptroller

It is the responsibility of the Comptroller's Office to provide and maintain an effective system for recording all financial transactions; present and interpret the results of all financial operations of the Town of Brookline, including the School Department; and provide fiscal oversight of all operations of the Town, consistent with the requirements of State, Federal and Local Law and Regulations, and both generally accepted accounting principles and sound internal control principles prescribed by the Accounting/Auditing profession.

Major 1986 Accomplishments Includes:

- Completed FY 86 close and issued FY 86 annual financial report during first week of September 1986.
- Worked with Selectmen's Office staff and Information Services Committee to research Data Processing System proposals and narrow finalists to three.
- Completed an audit of the group health insurance trust claims deposit and recovered \$104,000 in excess deposit cash from Blue Cross.
- Worked with ISD to implement the new Medicare payroll deduction program.
- Began formal continuing professional education program for professional staff. During 1986 the staff's senior accountant obtained certification from the Massachusetts Association of Accountants and Auditors.
- Worked with new Veterans' Services Director to implement improved veterans' benefit disbursements controls and State reimbursement reconciliation procedure.
- Worked with Town Treasurer to establish an improved trust fund accounting and reporting system.
- Coordinated implementation of the Federal single audit act for FY 86.

The activities of the Comptroller's Office are supervised by a full-time professional Comptroller, and consist of the following functional areas:

- Financial Administration/Auditing
- Financial and Management Accounting
- Accounts Payable Audit/Administration
- Payroll and Payroll Deductions Audit/Administration
- Grant Administration

Major FY 1987 Objectives Include:

To install the Town's new automated accounting and financial reporting system.

To initiate planning for implementation of enterprise fund accounting for the water/sewer utilities and golf course.

To continue working with our independent auditors in automating the audit workpapers.

To continue our analysis of the feasibility of installing the revised State UMAS accounting system.

To work with our independent auditors in implementing GASB statements 2, 3, and 5.

To work with the Treasurer and Assistant Superintendent of Schools in bringing all school trust funds onto Town books and integrating trust fund management with existing Town financial management policies and procedures.

The Town of Brookline's audited FY 1986 financial statements were transmitted to the Town Administrator on December 5, 1986 and are now available for inspection at the Town Library, Town Clerk's Office and Town Comptroller's Office.



Citizens will be interested in the report by Town Clerk Artemas Newell to the 1848 Annual Town Meeting in relation to the Town Seal which appears on the opposite page:

Agreeably to the provisions of the By-laws of the Town, the Town Clerk, under the direction of the Selectmen, has caused to be prepared a Common Seal for the use of the Town. It is engraved upon steel, and represents a group of agricultural and farming implements, a view of the City of Boston in the distance, with a train of cars running between the two places; and bearing this inscription: "Muddy River, a part of Boston. Founded 1630. Brookline incorporated 1705."

The design is intended to be emblematical of the character of the Town from its early settlement, when designated and known as Boston Cornfield & Boston Plantation, to the present time,—the inscription to perpetuate, in a degree, its early historical associations. It was executed by Mr. Francis N. Mitchell, of Boston, and cost, including one hundred embossed impressions, a press which may be used for copying, with Book, & c., Fifty-Six dollars.

The report was accepted and the Seal adopted as the Seal of the Town April 3, 1848.

































FINANCIAL STATEMENTS AS OF JUNE 30, 1986

TOGETHER WITH AUDITORS' REPORT

B.R. 352.02 B8a 1986







FINANCIAL STATEMENTS AS OF JUNE 30, 1986

TOGETHER WITH AUDITORS' REPORT

BROOKLINE PUBLIC LIBRARY

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INDEX TO FINANCIAL STATEMENTS

JUNE 30, 1986

	Page
Auditors' Report on Financial Statements	1
Auditors' Report on Compliance with Laws and Regulations	3
Auditors' Report on Internal Controls	4
Combined Balance Sheet - All Fund Types and Account Group	6
Combined Statement of Revenues, Transfers, Expenditures and Changes in Fund Balances - All Governmental Fund Types and Expendable Trust Funds	8
Combined Statement of Revenues, Transfers and Expenditures - Budget and Actual - Budgetary Basis - General Fund	9
Combined Statement of Revenues, Transfers, Expenses and Changes in Fund Equity/Balances - Enterprise Funds and Nonexpendable Trust Funds	10
Combined Statement of Changes in Financial Position - Enterprise Funds	11
Combining Statement of Changes in Fund Balances - Special Revenue Funds and Capital Projects Funds	12
Combining Statement of Changes in Fund Balances - Expendable and Nonexpendable Trust Funds	13
Combining Balance Sheet - Enterprise Funds	14
Combining Statement of Revenues, Transfers, Expenses and Changes in Fund Equity - Enterprise Funds	15
Combining Statement of Changes in Financial Position - Enterprise Funds	16
Notes to Financial Statements	17

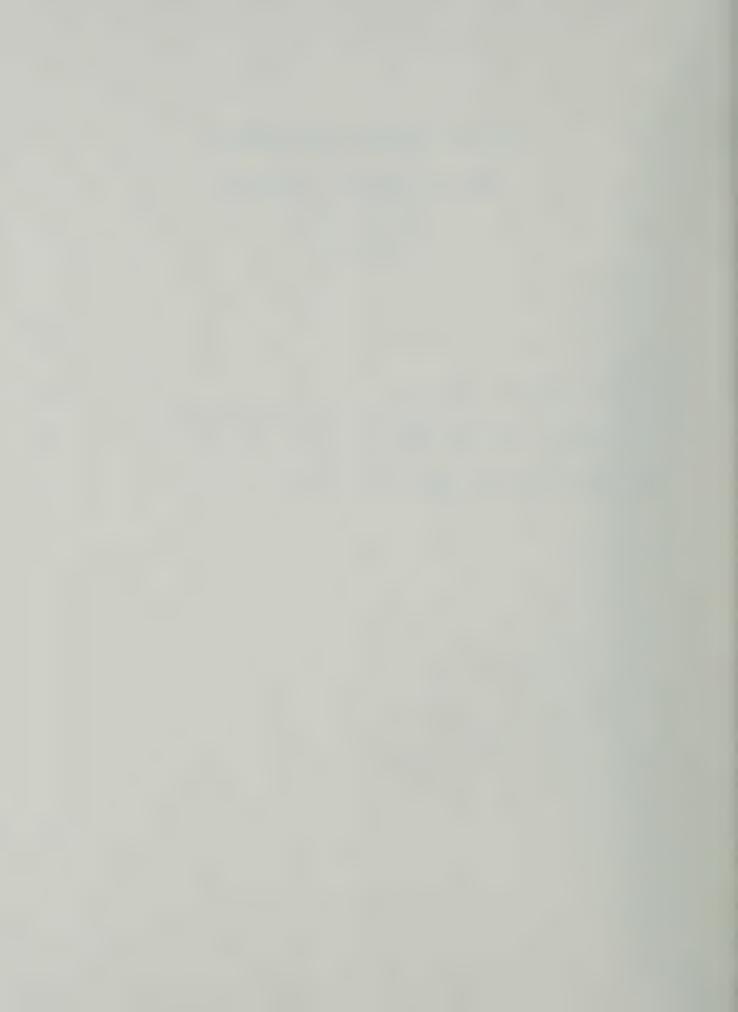


INDEX TO FINANCIAL STATEMENTS

JUNE 30, 1986

(Continued)

	Page
Exhibits:	
Auditors' Report on Exhibits	32
Reconciliation of Treasurer's Pooled Cash and Temporary Investments - June 30, 1986	33
Schedule of Taxes, Water and Sewer Rates for the	3.4



ARTHUR ANDERSEN & Co.

BOSTON, MASSACHUSETTS

To the Honorable Board of Selectmen,

Town of Brookline, Massachusetts:

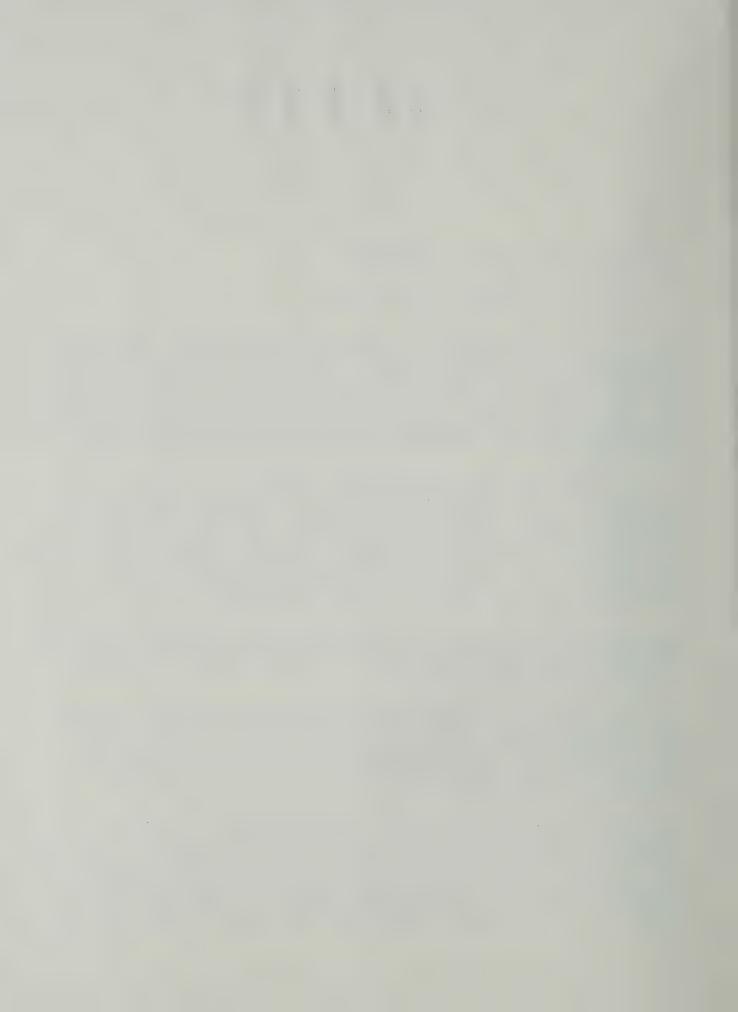
We have examined the general purpose and the combining financial statements of the various funds and account group of the TOWN OF BROOKLINE, MASSACHUSETTS as of June 30, 1986 and for the year then ended, as listed in the foregoing index. Our examination was made in accordance with generally accepted auditing standards and, accordingly, included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

The Town follows accounting policies prescribed by the Commonwealth of Massachusetts which vary in certain respects from generally accepted accounting principles. The most significant difference relates to the use of the cash basis method for recording employee pension expenses. Generally accepted accounting principles require that these costs be determined by actuarial methods, described in Note 2, instead of the cash or "pay-as-you-go" basis as reflected in the accompanying financial statements.

Consistent with the practice of most municipalities in the Commonwealth of Massachusetts, the Town does not capitalize the cost of general fixed assets (see Note l(e)) as required by generally accepted accounting principles.

The Town of Brookline has established separate water and sewer and golf course enterprise funds. However, certain assets, such as inventories, supplies and a significant portion of the capital assets and expenses such as depreciation, have not been fully reflected as required by generally accepted accounting principles for enterprise funds.

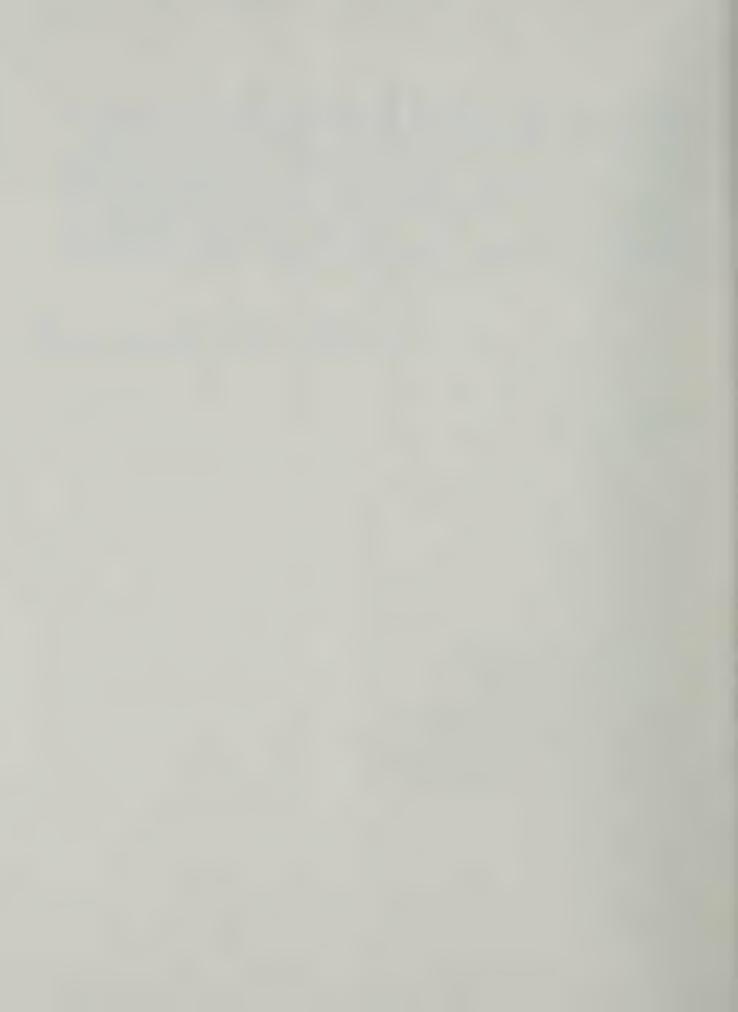
In our opinion, except for the effect of: 1) not providing for pension costs on an actuarial basis, 2) not capitalizing fixed assets in a General Fixed Asset Account Group and 3) not fully recording capital assets and related depreciation in the enterprise funds, the accompanying general purpose financial statements referred to above present fairly the financial position of the Town of Brookline, Massachusetts at June 30, 1986, and the



results of its operations and the changes in financial position of its enterprise fund types for the year then ended, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year. Also, in our opinion, the combining financial statements referred to above present fairly the financial position of each of the individual funds of the Town of Brookline, Massachusetts at June 30, 1986, and the results of operations of such funds and the changes in financial position of individual enterprise funds for the year then ended, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

arthur anderson o Co.

October 3, 1986.



ARTHUR ANDERSEN & Co.

BOSTON, MASSACHUSETTS

AUDITORS' REPORT ON COMPLIANCE WITH LAWS AND REGULATIONS

To the Honorable Board of Selectmen,

Town of Brookline, Massachusetts:

We have examined the general purpose financial statements of the TOWN OF BROOKLINE, MASSACHUSETTS for the year ended June 30, 1986 and have issued our report thereon, which was qualified in several respects, dated October 3, 1986. Our examination was made in accordance with generally accepted auditing standards and the standards for financial and compliance audits contained in the Standards for Audit of Governmental Organizations, Programs, Activities and Functions, issued by the U.S. General Accounting Office and, accordingly, included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

The management of the Town of Brookline is responsible for the Town's compliance with laws and regulations. In connection with our examination referred to above, we selected and tested transactions and records to determine the Town's compliance with laws and regulations noncompliance with which could have a material effect on the general purpose financial statements of the Town.

The results of our tests indicate that, for the items tested, the Town of Brookline, Massachusetts complied with those provisions of laws and regulations noncompliance with which could have a material effect on the general purpose financial statements. Nothing came to our attention that caused us to believe that, for the items not tested, the Town of Brookline, Massachusetts was not in compliance with laws or regulations noncompliance with which could have a material effect on the Town's general purpose financial statements.

arthur andersen a Co.

ARTHUR ANDERSEN & Co.

BOSTON, MASSACHUSETTS

AUDITORS' REPORT ON INTERNAL CONTROLS

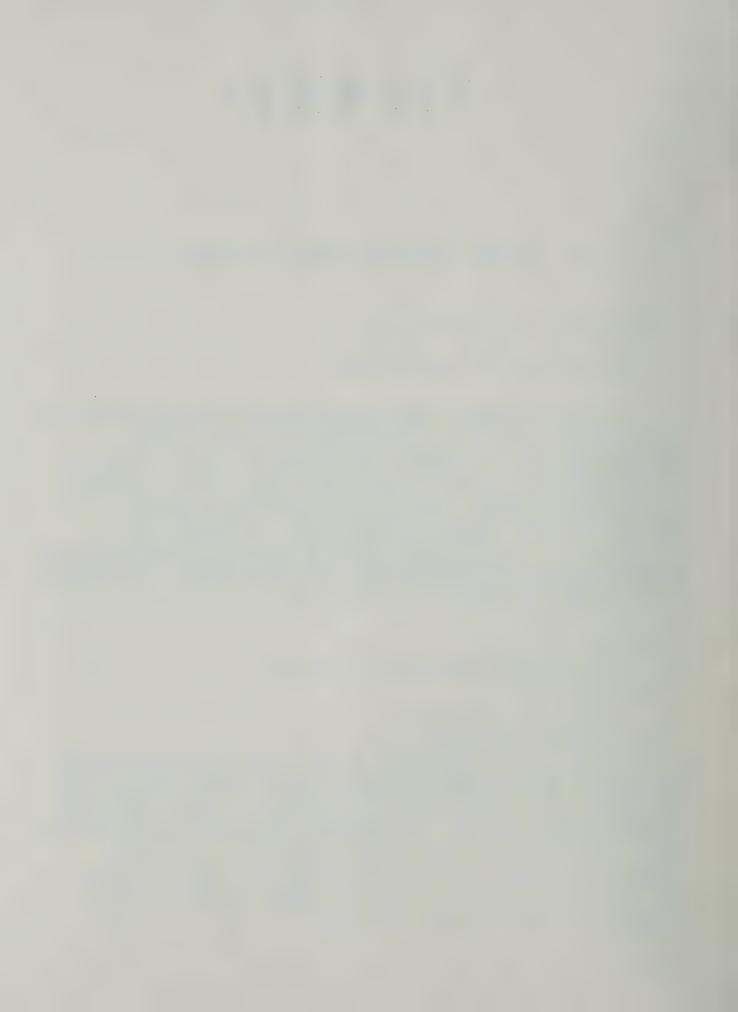
To the Honorable Board of Selectmen,

Town of Brookline, Massachusetts:

We have examined the general purpose financial statements of the TOWN OF BROOKLINE, MASSACHUSETTS for the year ended June 30, 1986, and have issued our report thereon, which was qualified in several respects, dated October 3, 1986. As part of our examination, we made a study and evaluation of the system of internal accounting control of the Town of Brookline to the extent we considered necessary to evaluate the system as required by generally accepted auditing standards and the standards for financial and compliance audits contained in the U.S. General Accounting Office Standards for Audit of Governmental Organizations, Programs, Activities and Functions. For the purpose of the report, we have classified the significant internal accounting controls in the following categories:

- Revenue
- Expenditure purchasing and payroll
- Treasury
- Financial reporting

Our study included all of the control categories listed above except that we did not evaluate the accounting controls over the treasury and financial reporting categories as we believe that substantive audit tests, which were performed in those categories, were more cost-effective. The purpose of our study and evaluation was to determine the nature, timing and extent of the auditing procedures necessary for expressing an opinion on the Town's financial statements. Our study and evaluation was more limited than would be necessary to express an opinion on the system of internal accounting control taken as a whole or on any of the categories of controls identified above.



The management of the Town of Brookline is responsible for establishing and maintaining a system of internal accounting control. In fulfilling this responsibility, estimates and judgments by management are required to assess the expected benefits and related costs of control procedures. The objectives of a system of internal accounting control are to provide management with reasonable, but not absolute, assurance that assets are safeguarded against loss from unauthorized use or disposition, and that transactions are executed in accordance with management's authorization and recorded properly to permit the preparation of financial statements in accordance with generally accepted accounting principles.

Because of inherent limitations in any system of internal accounting control, errors or irregularities may nevertheless occur and not be detected. Also, projection of any evaluation of the system to future periods is subject to the risk that procedures may become inadequate because of changes in conditions or that the degree of compliance with the procedures may deteriorate.

Our study and evaluation, made for the limited purpose described in the first paragraph, would not necessarily disclose all material weaknesses in the system. Accordingly, we do not express an opinion on the system of internal accounting control of the Town of Brookline taken as a whole or on any of the categories of controls identified in the first paragraph. However, our study and evaluation disclosed no conditions that we believe to be a material weakness.

This report is intended solely for the use of management of the Town of Brookline, the Department of Health and Human Services and other associated federal organizations and should not be used for any other purpose. This restriction is not intended to limit the distribution of this report, which, upon acceptance by the management of the Town of Brookline, is a matter of public record.

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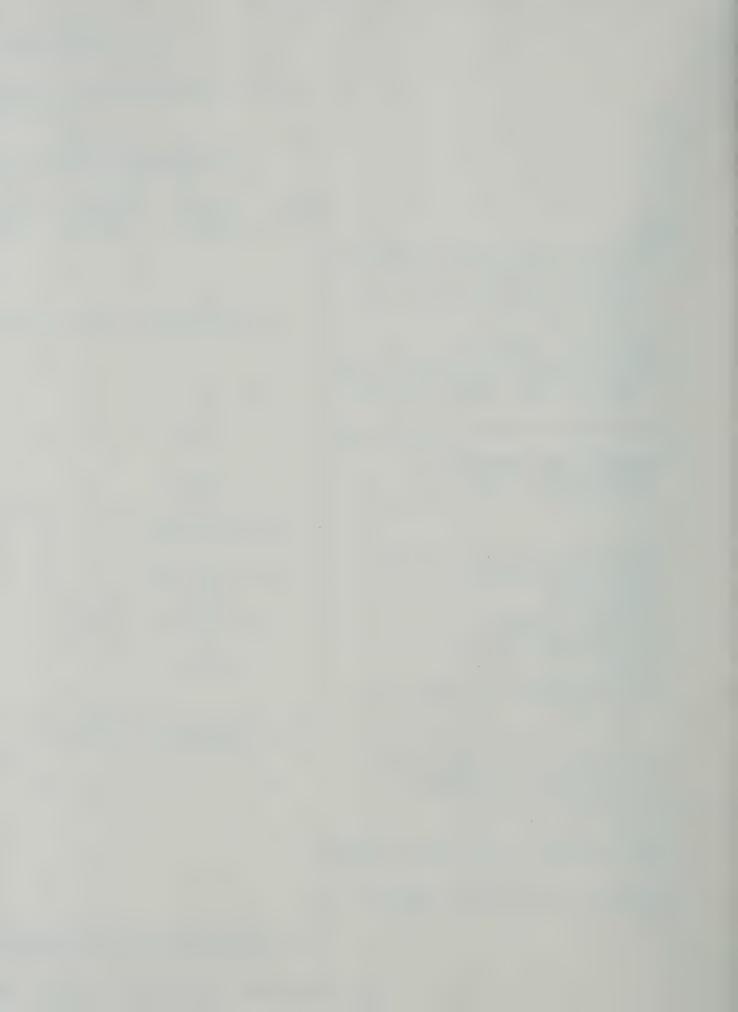
October 3, 1986.



COMBINED BALANCE SHEET - ALL FUND TYPES AND ACCOUNT GROUP

JUNE 30, 1986

	GOVERN	MENTAL FUND	TYPES	PROPRIETARY FUND TYPES	FIDUCIARY FUND TYPES	ACCOUNT GROUP		ed Totals ndum Only)
	General	Special Revenue	Capital Projects	Enterprise	Trust and Agency	General Long-Term	June	e 30,
ASSETS:	Fund	Funds	Funds	Funds	Funds	Obligations	1986	1985
Pooled cash and temporary investments, comprised of \$34,423,796 in the custody of the Town treasurer and \$259,143 in the custody of the library trustees	\$ 9,653,240	\$2,436,558	\$2,693,506	\$ 344,091	\$19,555,544	\$ -	\$34,682,939	\$21,665,315
Investments, comprised of \$14,126,051 in the custody of the Town treasurer and \$42,787 in the custody of the library trustees	_	-	_		14,168,838		14,168,838	19,583,304
					14,100,030	_	14,100,030	19,505,504
Group health insurance deposit (Note 6)	584,800	. -	-	dest		-	584,800	-
Property taxes receivable-								
Current year's levy	878,925		-	-	~	-	878,925	1,358,853
Prior years' levies	169,326	_	-	ew.	-	-	169,326	14,824
	\$ 1,048,251	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,048,251	\$ 1,373,677
Other receivables and tax titles-								
Motor vehicle excise	\$ 1,038,490		\$ -	\$ -	\$ -	\$ -	\$ 1,038,490	
Departmental Tax titles	547,900 148,961		- ·	-	-	-	768,878	542,542
Federal and state	32,643	333,881	_	_	150,727		148,961 517,251	371,641 1,696,270
User charges and liens	-	-	-	915,307	130/121	-	915,307	1,293,777
Accrued interest	-	~	-	_	343,336	-	343,336	470,673
Other	108,369	~	-	5,328	-	-	113,697	85,984
Less- Allowance for uncollected receivables	-	-	-	(8,850)	-	-	(8,850)	(8,850)
	\$ 1,876,363	\$ 554,859	\$ -	\$ 911,785	\$ 494,063	\$ -	\$ 3,837,070	\$ 5,397,813
Fixed assets (net of \$1,581,363								
accumulated depreciation)	\$ -	\$ -	\$ -	\$6,625,007	\$ -	\$ -	\$ 6,625,007	\$ 5,316,150
Construction-in-progress	-	-	-	334,539	-	640	334,539	1,519,633
Amount to be provided for retirement of notes and bonds (Notes 1 and 3)	. -	104,972		-	-	6,660,000	6,764,972	6,035,000
Amount to be provided for payment of long-term obligations (Note 3)		-	-	-	-	3,807,087	3,807,087	3,023,525
	\$13,162,654	\$3,096,389	\$2,693,506	\$8,215,422	\$34,218,445	\$10,467,087	\$71,853,503	\$63,914,417
		========	========	========	=========	========	=========	=========

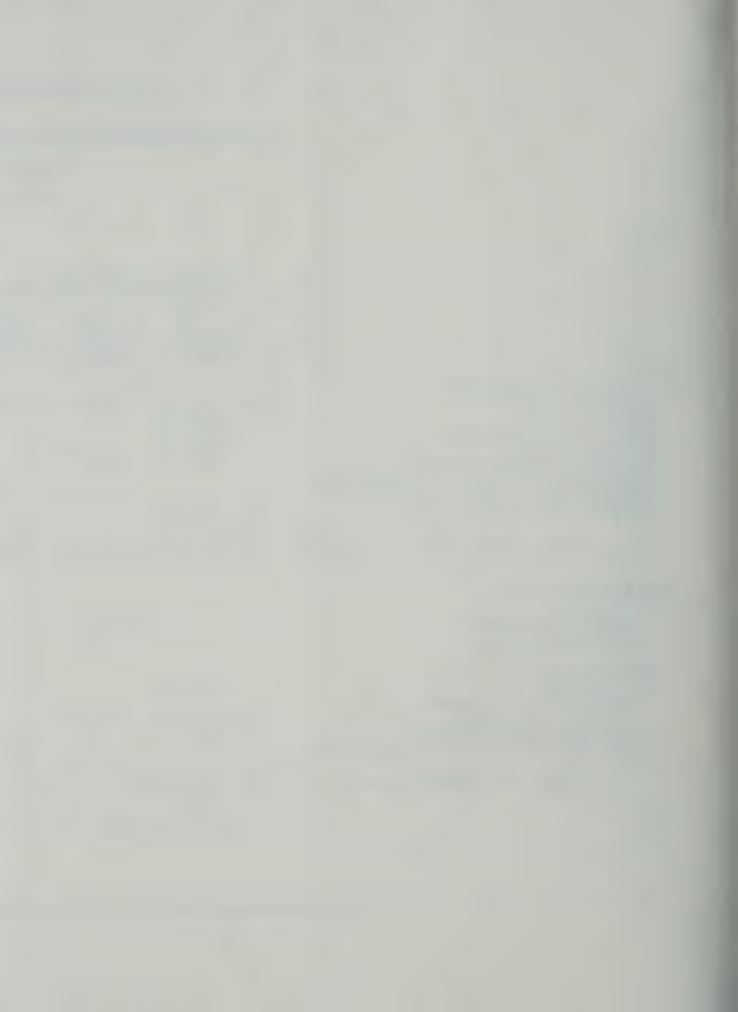


COMBINED BALANCE SHEET - ALL FUND TYPES AND ACCOUNT GROUP

JUNE 30, 1986

(Continued)

	GOVERNMENTAL FUND TYPES			PROPRIETARY FIDUCIARY FUND TYPES FUND TYPES		ACCOUNT GROUP	Combined (Memorand	
	General	Special Revenue	Capital Projects	Enterprise	Trust and Agency	General Long-Term	June	30,
	Fund	Funds	Funds	Funds	Funds	Obligations	1986	1985
LIABILITIES AND RESERVES:								
Warrants payable	\$ 525,979	\$ 39,082 \$	\$ 142.941	\$ 55,027	\$ 313,160	\$ -	\$ 1,076,189	\$ 2.366.853
Accrued payroll	678,011	-	-	-	-	-	678,011	568,494
Reserve for abatements	2,677,261	-	~ .	~	-	-	2,677,261	
Deferred revenue	2,253,629	105,439	100	-	-	-	2,359,068	
Accrued compensated absences	572,001	-	-	221,891	-	3,807,087	4,600,979	4,008,433
Accrued water and sewer assessments Bonds and notes payable (Note 3)	_	227,145	_	3,595,000			10,482,145	1,950,049
Other accrued liabilities	663,178	-		5,595, 000	133,268		796,446	143,798
Total liabilities and reserves	\$ 7,370,059	\$ 371,666	\$ 142,941	\$3,871,918	\$ 446,428	\$10,467,087	\$22,670,099	\$25,010,075
FUND EQUITY/BALANCES: Fund equity- Contributed capital Retained earnings	\$ -	\$	\$ -	\$2,344,512 1,998,992	\$ -	\$ -	\$ 2,344,512 1,998,992	
Fund balances-								
Unreserved	2,537,143	-	-	-	-	-	2,537,143	633,636
Reserved for designated	2 006 325	2,724,723	 .	_	3,829,328	_	8,560,376	5,892,196
purposes (Note 6) Continued appropriations	1,249,127		2,550,565		-	-	3,799,692	2,828,238
Net assets available for plan benefits	-	-	-	-	29,942,689	-	29,942,689	
Total fund equity/balances	\$ 5,792,595	\$2,724,723	\$2,550,565	\$4,343,504	\$33,772,017	\$ -	\$49,183,404	\$38,904,342
	\$13,162,654	\$3,096,389	\$2,693,506	\$8,215,422	\$34,218,445	\$10,467,087	\$71,853,503	\$63,914,417



COMBINED STATEMENT OF REVENUES, TRANSFERS, EXPENDITURES

AND CHANGES IN FUND BALANCES -

ALL GOVERNMENTAL FUND TYPES AND EXPENDABLE TRUST FUNDS

FOR THE YEAR ENDED JUNE 30, 1986

	GOVERNMENTAL FUND TYPES			FIDUCIARY FUND TYPES	Combined Totals (Memorandum Only)		
		Special Revenue	Capital Projects	Expendable Trust	June		
REVENUES:	General Fund	Funds	Funds	Funds	1986	1985	
Property taxes Motor vehicle excise taxes Intergovernmental receipts Interest and investment income Departmental and other	\$50,140,395 2,333,786 10,244,859 994,886 3,953,533	\$ - 5,177,613 42,906 2,595,799	\$ - 11,115		2,333,786 15,594,960 1,184,299	15,631,447 949,088	
	\$67,667,459	\$ 7,816,318	\$ 11,115	\$1,327,641	\$76,822,533	\$72,395,159	
TRANSFERS FROM (TO) OTHER FUNDS: Appropriations transferred to trusts Other	\$(2,340,684) 1,640,227	\$ - (1,648,338)					
	\$ (700,457)	\$(1,648,338)	\$ 8,111	\$2,380,830	\$ 40,146	\$ -	
EXPENDITURES: General government Public safety Public works Library Recreation Human services Debt service Education Pension and annuity payments Nondepartmental State and county assessments Capital outlay Group self-insurance Other	\$ 1,649,298 12,870,192 6,634,269 1,620,203 889,505 1,354,450 2,159,083 22,662,360 5,435,886 2,930,854 4,841,896	686,933 402,041 4,005 8,957 36,005 	1,379,161	274,280 - 2,665,620 26,533	13,557,125 7,036,310 1,641,154 898,462 1,390,455 2,159,083 25,727,520 5,710,166 2,930,854 4,841,896 1,379,161 2,665,620 2,573,551	1,575,691 1,053,086 1,393,191 2,548,148 24,006,445 7,420,526 2,338,732 5,673,556 1,112,967 2,746,073 3,355,454	
EXCESS (DEFICIENCY) OF REVENUES AND TRANSFERS OVER EXPENDITURES	\$ 2,919,125	\$ 67.620	\$(1.359.935	\$ 723.181	\$ 2,349,991	\$(2,700,751)	
OTHER FINANCIAL SOURCES (USES): Transfer from Enterprise Funds to General Fund Tax title, net Legal expense reimbursement Other, net Proceeds of bonds and notes Transfer of water garage construction project to Enterprise Funds	\$ 283,286 251,499 100,000 243,512		\$ 2,300,000	\$ - - -	\$ 283,286 251,499 100,000 243,512 2,300,000	\$ 622,612 (68,856) - (21,450)	
Total other financial sources	\$ 878,297	\$ -	\$ 2,300,000	\$ -	\$ 3,178,297	\$ 2,922,719	
FUND BALANCE, beginning of year	\$ 1,995,173	\$ 2,657,103	\$ 1,610,500	\$2,328,051	\$ 8,590,827	\$ 8,368,859	
FUND BALANCE, end of year		\$ 2,724,723					



COMBINED STATEMENT OF REVENUES, TRANSFERS AND EXPENDITURES BUDGET AND ACTUAL - BUDGETARY BASIS - GENERAL FUND

FOR THE YEAR ENDED JUNE 30, 1986

	Budget	Actual
REVENUES: Property taxes Motor vehicle excise taxes Intergovernmental receipts Interest and investment income Departmental and other	\$49,834,193 2,000,000 9,377,745 880,000 8,400,639 \$70,492,577	\$49,857,448 2,290,769 10,244,859 994,886 8,996,881 \$72,384,843
TRANSFERS FROM (TO) OTHER FUNDS: Appropriations transferred to trusts Other	\$(2,340,684) 1,640,227 \$(700,457)	
EXPENDITURES: General government Public safety Public works Library Recreation Human services Debt service Education Nondepartmental State and county assessments Pension and annuity payments Other	\$ 1,697,771 13,101,304 8,737,930 1,662,279 986,659 1,421,231 3,020,872 23,018,752 4,687,363 4,736,198 5,976,366 2,991,316	\$ 1,649,298 12,870,192 8,168,396 1,620,203 986,487 1,354,450 3,011,023 22,662,360 4,528,294 4,841,896 5,973,376 1,174,256
EXCESS (DEFICIENCY) OF REVENUES AND TRANSFERS OVER EXPENDITURES	\$(2,245,921) ========	\$ 2,844,155



COMBINED STATEMENT OF REVENUES, TRANSFERS, EXPENSES AND CHANGES IN FUND EQUITY/BALANCES - ENTERPRISE FUNDS AND

NONEXPENDABLE TRUST FUNDS

FOR THE YEAR ENDED JUNE 30, 1986

	PROPRIETARY FUND TYPES	FIDUCIARY FUND TYPES
	Enterprise Funds	Nonexpendable Trust Funds
Charges for services Interest and dividends Participant contributions Town contributions Enterprise Funds contributions Reimbursements from state Other	\$4,902,802 - - - - - - - \$4,902,802	\$ - 2,352,142 1,511,309 4,574,422 376,117 622,004 432,545 \$ 9,868,539
EXPENSES: Cost of resources Salaries Employee benefits Interest Utilities Depreciation Materials and supplies Pension and annuity payments Annuity refunds, transfers and makeups, net Scholarships and awards Other	\$1,582,440 1,398,144 610,847 271,940 48,968 152,513 60,305	\$ - 4,683 6,899 - - - 6,187,724 666,094 8,530 105,170
EXCESS OF REVENUES OVER EXPENSES BEFORE TRANSFERS	\$ 613,188	\$ 2,889,439
TRANSFERS TO OTHER FUNDS	(283,286)	(40,146)
EXCESS OF REVENUES OVER EXPENSES AFTER TRANSFERS	\$ 329,902	\$ 2,849,293
FUND EQUITY/BALANCES, beginning of year	2,442,023	27,871,492
REVERSAL OF PRIOR PERIOD ACCRUAL (Note 7) FUND EQUITY/BALANCES, end of year		- \$30,720,785
FUND EQUITY/BALANCES, end of year	========	



COMBINED STATEMENT OF CHANGES IN FINANCIAL POSITION -

ENTERPRISE FUNDS

FOR THE YEAR ENDED JUNE 30, 1986

SOURCES OF WORKING CAPITAL: Operations-	
Excess of revenues over expenses after transfers Item not requiring working capital-	\$ 329,902
Depreciation	152,513
Working capital provided by operations	\$ 482,415
Reversal of prior period accrual (Note 7)	1,571,579
USES OF WORKING CAPITAL:	\$2,053,994
Repayment of long-term debt Fixed asset additions	580,000 276,276
NET INCREASE IN WORKING CAPITAL	\$1,197,718 ========
INCREASES (DECREASES) IN COMPONENTS OF WORKING CAPITAL: Cash Net user charges and liens Warrants payable Accrued compensated absences Accrued water and sewer assessments	\$ (276,276) (396,499) (6,199) (73,357) 1,950,049
NET INCREASE IN COMPONENTS OF WORKING CAPITAL	\$1,197,718 =======



COMBINING STATEMENT OF CHANGES IN FUND BALANCES -

SPECIAL REVENUE FUNDS AND CAPITAL PROJECTS FUNDS

FOR THE YEAR ENDED JUNE 30, 1986

SPECIAL REVENUE FUNDS:	Balance June 30, 1985	Revenues and Receipts	Interest	Disbursements	Interfund Transfers (To)/From	Other Financing Sources	Balance June 30, 1986
Education-							
METCO	\$ 77,750	\$ 692,839	\$ -	\$ 640,791	\$ (29,421)	\$ -	\$ 100,377
METCO special	-	110,541	-	19,866	_	-	90,675
School lunch	38,878	736,277		773,524	(992)	-	639
Adult education	22,867	255,366		245,569	1,201	-	33,865
School tuition	65,467	436,259		500,525	(1,201)	-	-
ESEA Chapter I	752	214,953		175,452	(30,762)	-	9,491
Professional development	~ ~ 427	134,984		-		-	134,984
Special education - Chapter II Grants administration	6,437	162,178		156,301	-	-	12,314
Other	115,297	3,363		79,952	159,785	-	198,493
other	377,708	456,050		471,269	(103,524)		258,965
Total education	\$ 705,156	\$3,202,810	\$ -	\$3,063,249	\$ (4,914)	\$ -	\$ 839,803
Federal Revenue Sharing*	323,419	759,866	42,906		(956,002)	_	170,189
Community development block grant	102,872	1,609,395	•	1,547,137	(99,144)	_	65,986
Parking meter fees	426,528	622,551		-	(426, 182)	-	622,897
General government	697,185	154,819	-	352,033	(36,318)	-	463,653
Public safety	(688)	671,645	_	686,933	(3,000)	-	(18,976)
Public works	312,085	662,812		402,041	(94,381)	-	478,475
Library	30,829	33,082		4,005	(27,531)	-	32,375
Recreation	10,226	10,329		8,957	-	-	11,598
Human services	49,491	46,103		36,005	(866)		58,723
Total Special Revenue Funds	\$2,657,103	\$7,773,412		\$6,100,360	\$(1,648,338)		\$2,724,723
CAPITAL PROJECTS FUNDS:							
Debt-funded appropriations-							
Energy conservation (1981)	\$ 132,279	\$ -	\$ -	\$ 71,435	\$ -	\$ -	\$ 60,844
Energy conservation (1983)	57,034	-	-	47,060	-		9,974
Energy conservation (1986)		~	-	ne ne	-	355,000	355,000
Park and forestry building	62,938	11,115	ran	62,396		-	11,657
School renovations	895,196	-	-	613,330	~	-	281,866
Fire equipment	244,393	-	-	129,081	-	-	115,312
Roof rehabilitation	97,712	-	-	80,167	-	-	17,545
Police communications	93	~	-	~ 7.40	-	-	93
Parking meters	(119,852)	~	-	148	-	120,000	
Computer system	-	-	-	18,000 142,484	_	1,000,000 705,000	
Telecommunications system High school roof improvement	-	_	-	142,404		120,000	
	\$1,369,793	\$ 11,115	\$ -	\$1,164,101	\$ -	\$2,300,000	\$2,516,807
Revenue-funded appropriations-	\$ 156,600	¢	œ _	\$ 155,425	\$ 11,200	d	\$ 12,375
Waldstein Playground	60,111	3 -		55,649	3 11,200	a -	4,462
Street rehabilitation	18,000	_	-	1,181	_		16,819
Halls Pond	5,996	_	_	2,805	(3,089)	_	10,019
Other							
	\$ 240,707	\$ -	\$ -	\$ 215,060	\$ 8,111	\$ -	\$ 33,758
Total Capital Projects Funds	\$1,610,500 =======	\$ 11,115		\$1,379,161 =======	\$ 8,111 ========		\$2,550,565

^{*} Federal Revenue Sharing funds were transferred to the General Fund and disbursed for fire and police employee salaries.

Amounts expended agreed with budgeted expenditures.

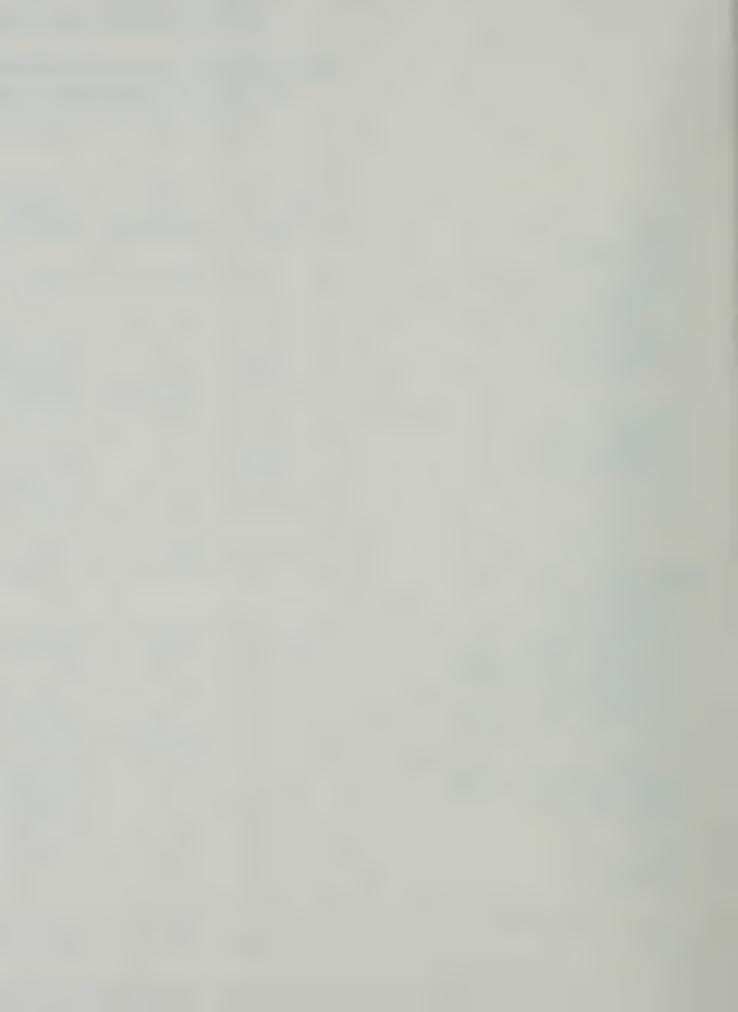


COMBINING STATEMENT OF CHANGES IN FUND BALANCES -

EXPENDABLE AND NONEXPENDABLE TRUST FUNDS

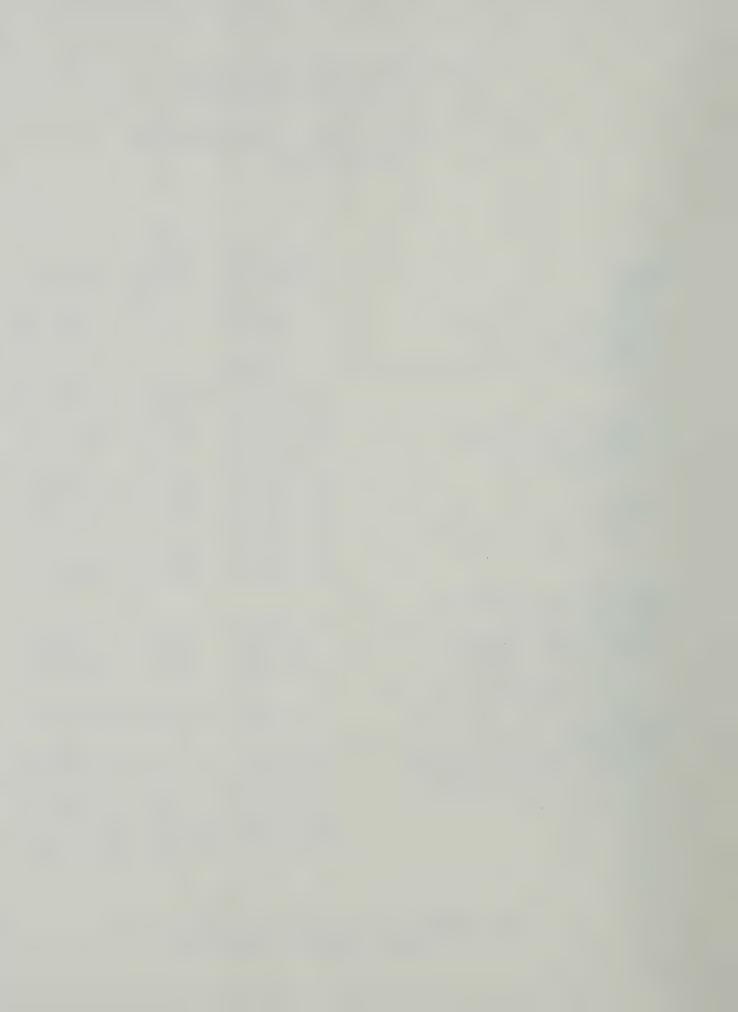
FOR THE YEAR ENDED JUNE 30, 1986

EXPENDABLE TRUST FUNDS:	Balance June 30, 1985	Contributions from Enterprise Activities	Revenues and Receipts	Interest and Investment Income	Disbursements	Interfund and Intrafund Transfers (To)/From	Balance June 30, 1986
Town treasurer-							
Group self-insurance (Note 6) Past service liability fund Workmen's compensation	\$ (15,087) 1,974,604	\$161,373	\$ 968,169	\$ - 109,927	\$2,665,620 -	\$2,005,183	\$ 454,018 2,084,531
self-insurance fund Education funds Tree funds	8,227 75,913	Ī	94 8,151	9,714		299,256	33,297 91,867
Other funds	43,823 50,412	-	14,560 12,659			76,391	61,441 118,057
	\$ 2,137,892	\$161,373	\$1,003,633	\$ 127,827	\$2,968,344	\$2,380,830	\$ 2,843,211
Library trustees-							
Caleb D. Bradlee D. Blakely Hoar	\$ 35,847 83,802	\$ - -	\$ - 2,472			\$ -	\$ 39,233
Other library funds	70,510	-	13,656		16,946	-	95,174 73,614
	\$ 190,159	\$ -	\$ 16,128	\$ 18,680	\$ 16,946	\$ -	\$ 208,021
Total expendable trust funds	\$ 2,328,051	\$161,373		•	\$2,985,290		\$ 3,051,232
NONEXPENDABLE TRUST FUNDS: Town treasurer- Contributory retirement system-							
Pension fund Annuity savings fund Annuity reserve fund Military service credit fund Expense fund Pension reserve fund	\$ 6,330,517 15,518,311 4,901,401 9,214 (5,889) 354,695	\$376,117 - - - - -	\$5,537,733 1,511,309 - - 59,670 4,066		\$5,969,276 423,527 495,280 - 70,905	\$ 2,253 (711,657) 810,138 (1,692) - (99,042)	\$ 7,165,417 16,709,475 5,367,916 7,988 (17,124) 709,017
	\$27,108,249	\$376,117	\$7.112.778	\$2,304,533	\$6,958,988	\$ -	\$29,942,689
Stephen G. Train - health Cemetery perpetual care Education funds Tree funds	\$ 104,371 402,505 153,442 11,340	\$ - - - -	\$ 2,749 11,663 10,958 1,014	24,163 8,107	\$ 4,683 - 8,581 -	(40,146)	\$ 108,755 398,185 163,926 13,370
	\$ 671,658	\$ -	\$ 26,384	\$ 39,604	\$ 13,264	\$ (40,146)	\$ 684,236
Library trustees- Library funds	91,585	-	1,118	8,005	6,848	-	93,860
Total nonexpendable trust funds	\$27,871,492 =======	\$376,117 ======			\$6,979,100 ======		\$30,720,785 =======



COMBINING BALANCE SHEET - ENTERPRISE FUNDS JUNE 30, 1986

A C C D TO .	Water and Sewer Fund	Golf Course Fund	Combined
ASSETS: Cash User charges and liens Other Less- Allowance for	\$ 337,216 915,307 5,328	\$ 6,875 -	\$ 344,091 915,307 5,328
uncollectible receivables	(8,850)	-	(8,850)
	\$1,249,001	\$ 6,875	\$1,255,876
Fixed assets (Note 1) Less- Accumulated	\$7,938,245	\$268,125	\$8,206,370
depreciation	1,576,000	5,363	1,581,363
	\$6,362,245	\$262,762	\$6,625,007
Construction-in-progress	\$ 334,539	\$ -	\$ 334,539
Total assets	\$7,945,785 =======	\$269,637 ======	\$8,215,422 =======
LIABILITIES AND RESERVES: Warrants payable Accrued compensated absences Bonds payable (Note 3)	\$ 52,512 195,070 3,350,000	26,821	\$ 55,027 221,891 3,595,000
Total liabilities and reserves	\$3,597,582	\$274,336	\$3,871,918
FUND EQUITY: Contributed capital Retained earnings (deficit)	\$2,344,512 2,003,691	\$ - (4,699)	\$2,344,512 1,998,992
Total fund equity	\$4,348,203	\$ (4,699)	\$4,343,504
	\$7,945,785	\$269,637	\$8,215,422



COMBINING STATEMENT OF REVENUES, TRANSFERS, EXPENSES AND CHANGES IN FUND EQUITY - ENTERPRISE FUNDS FOR THE YEAR ENDED JUNE 30, 1986

	Water and Sewer Fund	Golf Course Fund	Combine
REVENUES:			5
Charges for services Golf cart rentals, net	\$4,627,194	\$241,235 34,373	\$4,868,4 34,3
Total revenues	\$4,627,194	\$275,608	\$4,902,8
EXPENSES:			
Cost of resources Salaries Employee benefits Interest Utilities Depreciation Materials and supplies Other	252,440 33,930 147,150 56,718	154,761 55,800 19,500	48,96 152,51 60,30
Total expenses	\$4,031,575	\$258,039	\$4,289,61
INCOME BEFORE TRANSFERS	\$ 595,619	\$ 17,569	\$ 613,18
TRANSFERS (TO) FROM OTHER FUNDS	(291,603)	8,317	(283,28
NET INCOME	\$ 304,016	\$ 25,886	\$ 329,90
FUND EQUITY (DEFICIT), beginning of year	2,472,608	(30,585)	2,442,02
REVERSAL OF PRIOR PERIOD ACCRUAL (Note 7)	1,571,579	-	1,571,57
FUND EQUITY (DEFICIT), end of year	\$4,348,203	\$ (4,699)	\$4,343,50

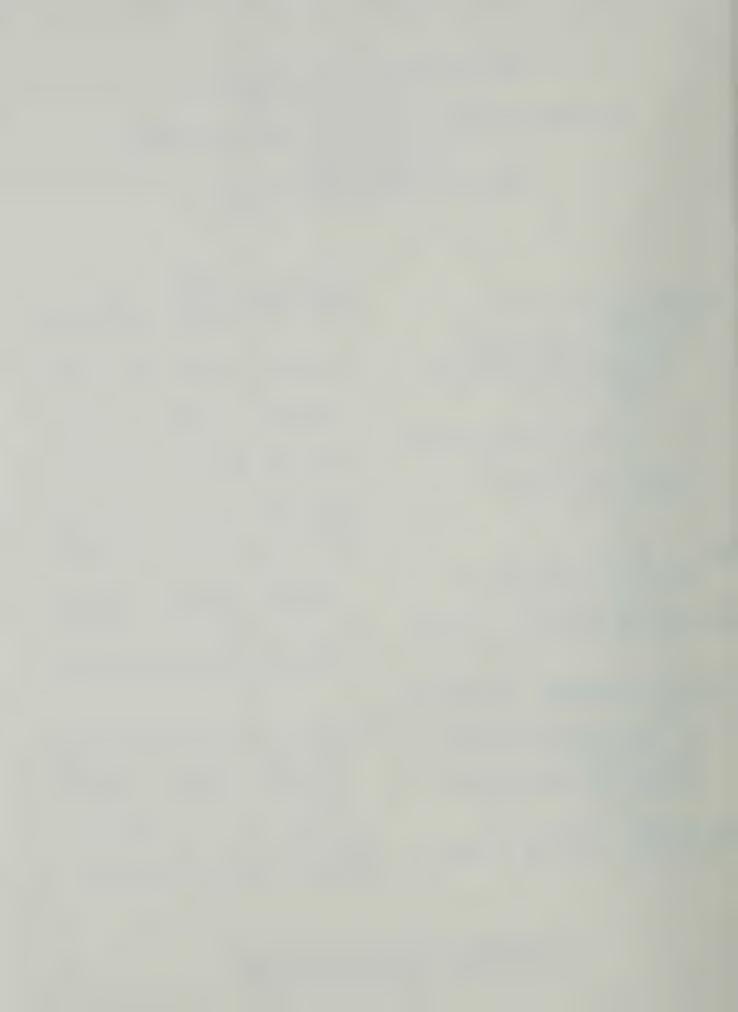


COMBINING STATEMENT OF CHANGES IN FINANCIAL POSITION -

ENTERPRISE FUNDS

FOR THE YEAR ENDED JUNE 30, 1986

SOURCES OF WORKING CAPITAL: Operations-	Water and Sewer Fund		Combined
Excess of revenues over expenses after transfers Items not requiring working capital-	\$ 304,016	\$ 25,886	\$ 329,902
Depreciation	147,150	5,363	152,513
Working capital provided by operations	\$ 451,166	\$ 31,249	\$ 482,415
Reversal of prior period accrual (Note 7)	1,571,579	-	1,571,579
	\$2,022,745	\$ 31,249	\$2,053,994
USES OF WORKING CAPITAL: Repayment of long-term debt Fixed asset additions	550,000 248,909		580,000 276,276
NET INCREASE (DECREASE) IN WORKING CAPITAL	\$1,223,836	\$(26,118)	\$1,197,718
INCREASES (DECREASES) IN COMPONENTS OF WORKING CAPITAL:			
Cash Net user charges and liens	(396, 499)	-	\$ (276,276) (396,499) (6,199)
Warrants payable Accrued compensated absences		•	(73,357)
Accrued water and sewer assessments	1,950,049	-	1,950,049
NET INCREASE (DECREASE) IN COMPONENTS OF WORKING CAPITAL	\$1,223,836 =======	\$(26,118) =======	\$1,197,718



NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1986

(1) Summary of Significant Accounting Policies

Accounting policies and financial reporting practices for municipalities in Massachusetts are prescribed by the Uniform Municipal Accounting System (UMAS) promulgated by the Commonwealth of Massachusetts Department of Revenue. The significant accounting policies followed by the Town of Brookline (the Town) are as follows:

(a) Fund Accounting

Financial transactions of the Town are recorded in the following funds or account group:

- (1) The General Fund reflects the financial transactions related to general governmental activities which are not otherwise accounted for in another fund.
 - Included within the General Fund is the unreserved fund balance (surplus revenue) which is the amount by which unrestricted cash, accounts receivable and other assets exceed liabilities and reserves.
- (2) Special Revenue Funds account for the proceeds of specific revenue sources (other than trust and agency or major capital projects) that are legally restricted to expenditures for specified purposes. These sources include Federal Revenue Sharing funds, which must be expended in accordance with Federal Revenue Sharing guidelines, gifts and grants from outside sources, which must be expended in accordance with the provisions of the grants, and funds related to specific activities of the Town. These funds are available to fund future operations as prescribed by the Town.



NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1986

(Continued)

(1) Summary of Significant Accounting Policies (Continued)

(a) Fund Accounting (Continued)

- (3) The Capital Projects Funds account for the financial resources used in the acquisition of or improvements to capital facilities. Capital facility expenditures are distinguished as capital project expenditures if at least two of the following conditions are met:
 - Financing is provided in whole or in part by the issuance of bonds.
 - Expenditures are made during more than one fiscal year.
 - Expenditures are "project-oriented" and thus are not a part of the ongoing operations of the Town.

Other capital facility expenditures are reflected as expenditures in the General Fund Statement of Revenues, Transfers, Expenditures and Changes in Fund Balances.

- (4) The Enterprise Funds reflect the revenues and expenditures pertaining to the maintenance and operation of the Town's water supply and sewer system and golf course.
- (5) The Trust and Agency Funds account for money and securities received and held by the Town as trustee or custodian for individuals, private organizations and other governmental agencies. Trust and Agency Funds also include, under the custody of the Town Treasurer, monies appropriated by the Town to fund supplemental contributions to the Brookline Contributory Retirement System.



NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1986

(Continued)

(1) Summary of Significant Accounting Policies (Continued)

(a) Fund Accounting (Continued)

Trust and Agency Funds are classified as expendable or nonexpendable, depending on whether the principal portion of the fund balance may be expended or only investment income may be used.

(6) The General Long-Term Obligations Account
Group includes the liabilities for
accumulated sick leave, vacation and
personal leave benefits and long-term debt
(Note 3). The balance payable is offset by
resources to be provided through taxation in
future years.

Under the terms of Chapter 645 of the Acts of 1948, as amended, the Town is reimbursed over the period of the debt service for a portion of its debt which was incurred to finance school construction. These reimbursements are included in General Fund revenue when received from the Commonwealth.

(b) Uniform Municipal Accounting System

The Town follows the reporting requirements of the Uniform Municipal Accounting System (UMAS) developed by the Bureau of Accounts of the Commonwealth of Massachusetts.

The following is a summary of the significant policies followed under UMAS:

Revenue

Revenues in the governmental fund types (General Fund, Special Revenue and Capital Projects Funds) are accounted for using a modified



NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1986

(Continued)

(1) Summary of Significant Accounting Policies (Continued)

(b) Uniform Municipal Accounting System (Continued)

Revenue (Continued)

accrual basis whereby the receipts during the July 1 to August 31 period allocable to the preceding fiscal year are reflected as revenue for that year.

Enterprise Funds

- The Town accounts for the operations of the water supply and sewer system and golf course activities as separate enterprise funds, as the funds' activities are financed primarily by user charges.
- onterprise fund treatment for the above-mentioned activities, the fixed assets related to each activity have not been inventoried. In lieu thereof, fixed assets additions, financed by the proceeds of debt which was outstanding at June 30, 1986, have been capitalized on the accompanying enterprise fund balance sheets. Accordingly, only the related fixed asset depreciation is included in the Statement of Revenues, Expenses and Changes in Fund Equity for each of the enterprise funds.

(c) Accounting for Expenditures

Disbursements for material and supply inventories are considered expenditures rather than assets at the time of purchase. Prepayments are recorded as expenditures at the time of payment and are not deferred and amortized. Interest cost is recognized when due and is not accrued over time.



NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1986

(Continued)

(1) Summary of Significant Accounting Policies (Continued)

(c) Accounting for Expenditures (Continued)

The repayment of long-term debt principal related to General Fund operations is recorded as an expenditure of the General Fund.

Employees earn vacation, personal and sick leave benefits pursuant to various collective bargaining agreements as they provide services to the Town. Accumulated vacation, personal and sick leave benefits are vested, subject to a maximum of \$2,000 for sick leave, and are payable upon retirement or termination. The obligation for accumulated Enterprise Fund employee benefits not yet taken at June 30, 1986, is reflected as a liability in the respective Enterprise Funds. The obligation for accumulated Town employee vacation and personal leave benefits not yet taken at June 30, 1986 and paid within 60 days of yearend, is reflected as a liability in the General Fund with remaining benefits recorded in the General Long-Term Obligations Account Group.

(d) Investments

Library and Town Trust Fund investments, other than Contributory Retirement System investments, are stated at cost. Market value for these investments exceeded cost by approximately \$277,000 at June 30, 1986. See Note 1(g) for the investments held in the Town's Contributory Retirement System.

(e) Accounting for Fixed Assets

Through June 30, 1986, the Department of Revenue did not require the recording of fixed assets in the general ledger. Accordingly, the Town does not record General Fund fixed assets in an asset account in the Town's general ledger at the time of acquisition, but expenses them when purchased.



NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1986

(Continued)

(1) Summary of Significant Accounting Policies (Continued)

(f) Budgetary - GAAP Reporting Reconciliation

Accounting principles applied for purposes of developing data on a budgetary basis differ from those used to present financial statements in conformity with generally accepted accounting principles (GAAP). A reconciliation of budgetary-basis to GAAP-basis results is presented below:

expenditures- budgetary basis	\$ 2,844,155
Legal judgments rendered against the Town	(90,000)
Effect of use of modified accrual method for recognizing revenue	185,420
Reduction in accrued compensated absences	264,373
Allocation of revenues to GAAP basis enterprise funds	(4,902,802)
Allocation of expenditures to GAAP-basis enterprise funds	4,037,979
Enterprise funds debt principal payments not expensed on a GAAP basis	580,000
Excess of revenues and transfers over expenditures- GAAP basis	\$ 2,919,125

Massachusetts law does not require preparation of a budget for grants accounted for in the Special Revenue Funds. Since such grants, other than Federal Revenue Sharing, are not budgeted, a budgetary comparison with actual results of operations is not presented.



NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1986

(Continued)

(1) Summary of Significant Accounting Policies (Continued)

(g) Contributory Retirement System Accounting

The Brookline Contributory Retirement System (the System) follows accounting policies mandated by the Commonwealth of Massachusetts. The accounting records are maintained on the accrual basis. In accordance with the requirements of the Commonwealth, the accompanying balance sheet includes investments in bonds stated at book value (cost plus or minus any unamortized premium or discount) and investments in stocks stated at market value. At June 30, 1986, the value of these investments was as follows:

Bonds, at book value (quoted market value of \$12,535,198)

\$12,824,989

Stocks, at market value (cost of \$834,678)

(2) Retirement Plans

Teachers, certain administrators and other professional employees of the Town's school department individually participate in a contributory retirement plan administered by the Massachusetts Teachers' Retirement Board. The Town does not contribute to this plan.

Substantially all other Town employees are participants in the Brookline Contributory Retirement System. Under the provisions of the System, employees contribute certain percentages of their pay and are eligible for retirement benefits after meeting the prescribed age and/or period of service criteria. The Town contributes to the System an annual amount determined by the Commonwealth of Massachusetts Division of Public Employee Retirement



NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1986

(Continued)

(2) Retirement Plans (Continued)

Administration primarily on the basis of projected annual benefit payments for the year ("pay-as-you-go"). In addition, the Town has provided supplemental funding under Chapter 559 of the Acts of 1977.

The latest actuarial valuation determined that the annual cost, including amortization of past service cost over 30 years, would approximate 27.5% of annual payroll cost.

The following table summarizes the actual funding for 1986 and the annual Town Meeting budgeted funding for 1987. It also shows the approximate amount of contributions required on an actuarial basis for each year, assuming the funding of past service costs over 30 years:

Contributions Voted					
at Town Meeting	1986	1987			
Annual Town funding- Contributory	\$4,837,559 =======	\$5,884,603 =======			
Approximate contributory funding required per 1983 actuarial valuation	\$5,849,061 ======	\$6,112,266 =======			

Year Ended June 30.

The following table presents the benefit and asset information for the System as of January 1, 1983, the date of the latest actuarial valuation:

Actuarial present value of accumulated plan benefits- Vested Nonvested	\$77,275,839 1,194,832
	\$78,470,671 =======
Assets available for plan benefits	\$23,421,263 =======



NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1986

(Continued)

(2) Retirement Plans (Continued)

The actuarial present value of accumulated plan benefits results from applying actuarial assumptions to reflect the time value of money and the probability of payment to those future periodic payments that are attributable under the System's provisions to the service employees have rendered. The significant actuarial assumptions are: (1) life expectancy of participants according to the 1971 Group Annuity Mortality Table, (2) an investment return of 7 1/2% per annum, (3) salary increases at a rate of 6% per annum and (4) cost-of-living increases at the rate of 3% per annum. Assets are valued at statutory values as shown in the annual reports of the System.

The Town also provides retirement benefits to former employees who were never subject to the System. Payments pursuant to appropriation by Town Meeting amounted to approximately \$975,000 in 1986 with approximately \$980,000 budgeted funding for 1987. These employees are not included in the actuarial valuation provided by the Commonwealth and there is no available estimate of their related actuarial liability.

In addition to providing pension benefits, the Town provides certain health care and life insurance benefits for retired employees. Substantially all of the Town's employees may become eligible for these benefits if they reach normal retirement age while working for the Town. These and similar benefits for active employees are partially provided through an insurance company whose premiums are based on the benefits paid during the year. The Town recognizes the cost of providing those benefits by expensing the annual insurance premiums, which were \$725,745 for 1986.



NOTES TO FINANCIAL STATEMENTS

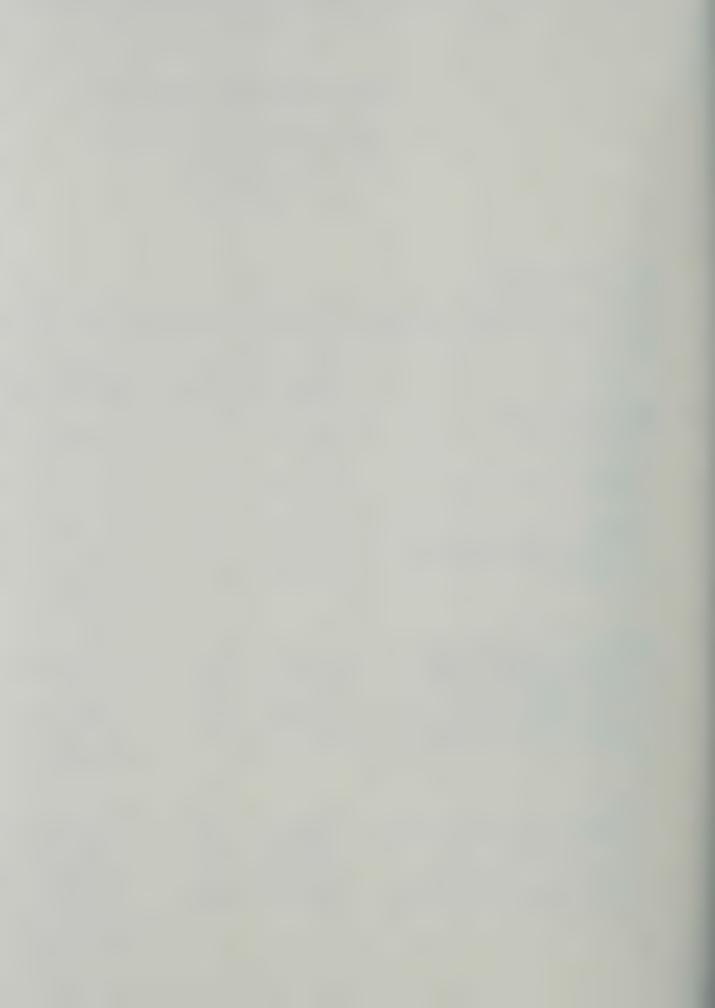
JUNE 30, 1986

(Continued)

(3) Long-Term Debt

As of June 30, 1986, the Town has the following outstanding long-term debt in the Enterprise Funds and General Long-Term Obligations Account Group:

	Date of Issue	Fiscal Year of Maturity	Original Principal Amount	Interest Rate	Amount Outstanding at June 30, 1986
INSIDE DEBT LIMIT: Sewer-		<u>or macurity</u>	Amount	Kate	Julie 30, 1980
Sewer Bonds	10/01/72	1987	\$ 230,000	4.50%	\$ 15,000
Water- Water Garage Bonds	11/01/84	1994	\$ 1,225,000	7.50	\$ 1,080,000
School- School Repair Bonds	11/01/84	1994	\$ 1,210,000	7.50	\$ 1,060,000
School Roof Replacement Bonds	05/01/86	1996	120,000	5.38	120,000
			\$ 1,330,000		\$ 1,180,000
Municipal Construction- Golf Irrigation Bonds Roof Replacement Bonds Park Maintenance Building Bonds Parking Meter Bonds	11/01/84 11/01/84 11/01/84 05/01/86	1994 1994 1994 1995	\$ 275,000 102,000 165,000 120,000 \$ 662,000		\$ 245,000 81,000 145,000 120,000 591,000
Other-					
Energy Conservation Bonds Fire Equipment Bonds Police Radio Bonds Computer System Bonds Telephone System Bonds Energy Conservation Bonds	12/15/82 11/01/84 11/01/84 05/01/86 05/01/86 05/01/86	1988 1989 1989 1996 1991 1996	\$ 1,400,000 215,000 93,000 1,000,000 705,000 355,000		\$ 560,000 170,800 73,200 1,000,000 705,000 355,000
			\$ 3,768,000		\$ 2,864,000



NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1986

(Continued)

(3) Long-Term Debt (Continued)

	Date of	Fiscal Year of Maturity		Interest Rate	Amount Outstanding at June 30, 1986
OUTSIDE DEBT LIMIT: School-					
School Project Loan School Project Bonds	10/01/72 12/15/82	1987 1988	\$ 2,455,000 990,000		\$ 175,000 390,000
			\$ 3,445,000		\$ 565,000
Water-					
Water Bonds Water Loan Water Meter Bonds	10/01/72 02/15/80 11/01/84	1987 1995 1994	\$ 130,000 3,030,000 500,000	6.25	\$ 5,000 1,800,000 450,000
			\$ 3,660,000		\$ 2,255,000
Other-					
Urban Renewal Bonds Urban Renewal Bonds	10/01/72 11/01/84	1987 1994	\$ 270,000 1,880,000		\$ 15,000 1,690,000
			\$ 2,150,000		\$ 1,705,000
Total debt			\$16,470,000 ======		\$10,255,000 ======



NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1986

(Continued)

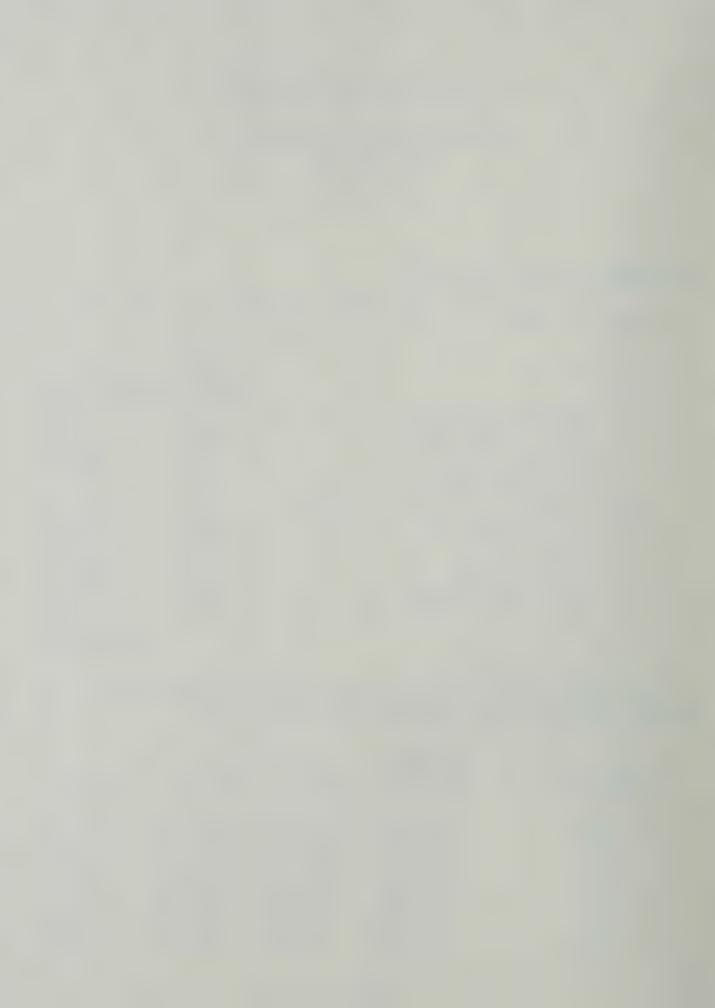
(3) Long-Term Debt (Continued)

Loans authorized and unissued consisted of the following as of June 30, 1986:

	Fiscal Year <u>Authorized</u>	Amount Authorized
United Arts Building	1981	\$ 80,000
Marsh Project BRA	1982	450,000
Energy Conservation	1983	3,000
Computer System	1985	300,000
Telephone System	1985	145,000
Library Automated Circulation		·
System	1986	700,000
Fire Station Roof	1986	150,000
Water Mains	1986	4,000,000
Runkle School	1986	715,000
Pierce School	1986	150,000
Larz Anderson Park	1986	900,000
Sewer Infiltration/Inflow Study	1986	445,000
		\$8,038,000

Debt service for future years, including approximately \$884,000 to be provided by the Commonwealth under Chapter 645 of the Acts of 1948, as amended, consists of the following:

For the Year Ending	Current Year Debt	Cumulative Liability							
June 30,	Service	Total	Principal	Interest					
1987	\$2,532,416	\$10,421,309	\$8,355,000	\$2,066,309					
1988	2,203,091	8,218,218	6,670,000	1,548,218					
1989	1,618,848	6,599,370	5,475,000	1,124,370					
1990	1,539,774	5,059,596	4,280,000	779,596					
1991	1,261,885	3,797,711	3,290,000	507,711					
1992	1,007,452	2,790,259	2,490,000	300,259					
1993	947,704	1,842,555	1,695,000	147,555					
1994	893,037	949,518	900,000	49,518					
1995	833,193	116,325	110,000	6,325					
1996	116,325	-	_	-					



NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1986

(Continued)

(4) 1987 Budget

The Town has authorized a fiscal 1987 operating and capital budget totaling \$78,714,037 which will be financed from the following sources:

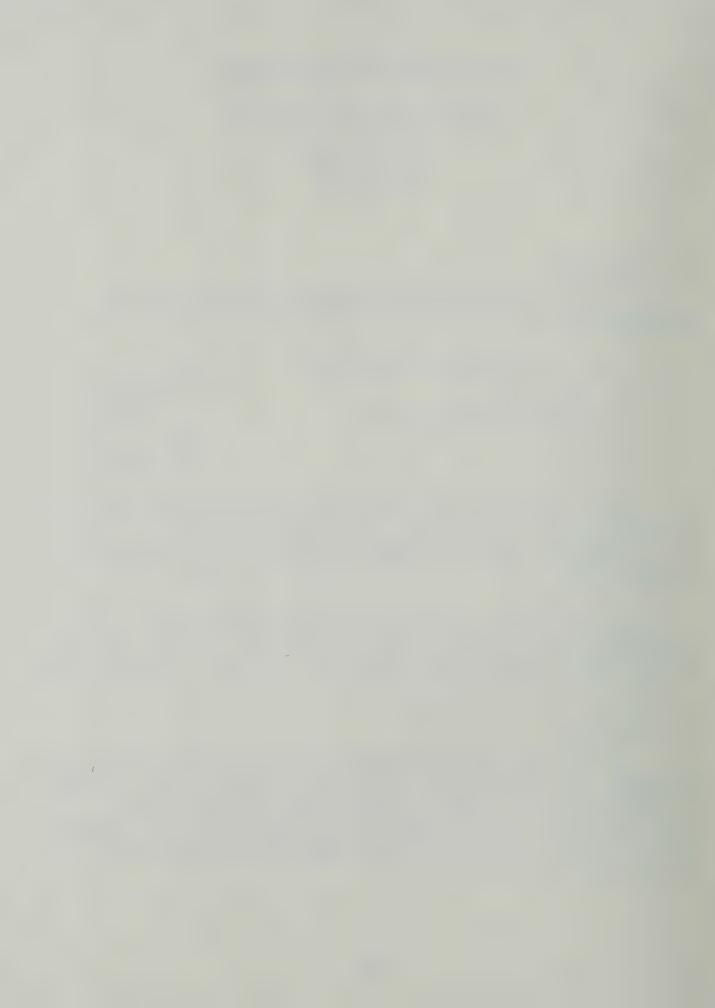
1987 Tax levies, state grants,	
departmental receipts, etc.	\$70,729,050
Borrowings	7,060,000
Available funds	736,325
Federal Revenue Sharing	188,662
	\$78,714,037

In accordance with the General Laws of the Commonwealth of Massachusetts, on July 1, 1986, the Director of the Bureau of Accounts has certified the amount of available funds ("free cash") to be \$2,364,790. Free cash generally represents the portion of surplus revenue which may be used by the Town to fund current appropriations.

In addition, the Town has carried forward appropriations totaling \$3,799,692 from 1986 and prior years for projects authorized by Town Meeting but not yet completed. Amounts carried forward include General Fund (\$1,249,127) and Capital Projects Funds (\$2,550,565) continued appropriations.

(5) B-2 Parcel

The Town owns property referred to as the B-2 Parcel and has leased the property to an independent developer under a 60-year agreement. The developer must invest a minimum of \$15,000,000 into the construction of a medical center, office and retail space. Annual lease payments of \$100,000 will commence upon completion of the construction projects. The developer has an option to purchase the B-2 Parcel for \$1,000,000 plus an additional \$2,000,000 if certain circumstances occur.



NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1986

(Continued)

(5) B-2 Parcel (Continued)

Included in the Special Revenue Fund are three accounts relating to the B-2 Parcel. The funds are to be used to offset the developer's real estate tax liability on the improvements on the property beginning in fiscal year 1987 (\$221,333), to pay any contingencies related to land damaged during construction or the amount paid to relocate previous tenants (\$6,721), and to pay administrative costs related to the management of the property (\$98,712).

(6) Commitments and Contingencies

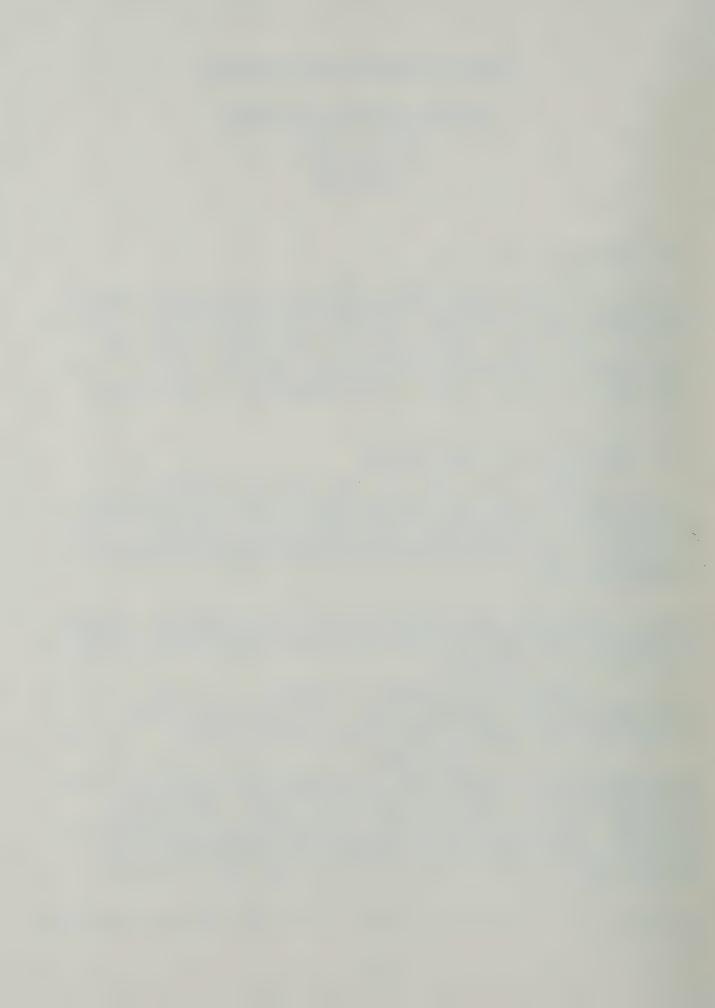
During fiscal 1984, the Town was the recipient of an adverse Appellate Tax Board decision with regard to the assessed values placed on certain real estate subject to rent control. In the opinion of Town management and legal counsel, the real estate abatement obligation, as it relates to similar rent controlled properties, could range between \$1,000,000 and \$4,300,000 with interest included.

The Town has reserved \$2,006,325 for designated purposes and has designated approximately \$1,100,000 of unreserved surplus in the general fund based upon the above range of the potential real estate abatement obligation.

The Town has been named as defendant in a number of other legal proceedings at June 30, 1986. In the opinion of Town management and Town counsel, the ultimate resolution of these legal actions will not result in a material loss to the Town.

The Town is self-insured with respect to health insurance coverage provided to employees. Blue Cross Blue Shield of Massachusetts is the administrator of the plan. The Town has stop-loss insurance coverage which limits the Town's maximum liability. The Town is required to maintain deposits with Blue Cross Blue Shield equal to two months of estimated claims and administrative charges. Such deposits totaled \$584,800 as of June 30, 1986.

The Town does not maintain any general liability insurance coverage.



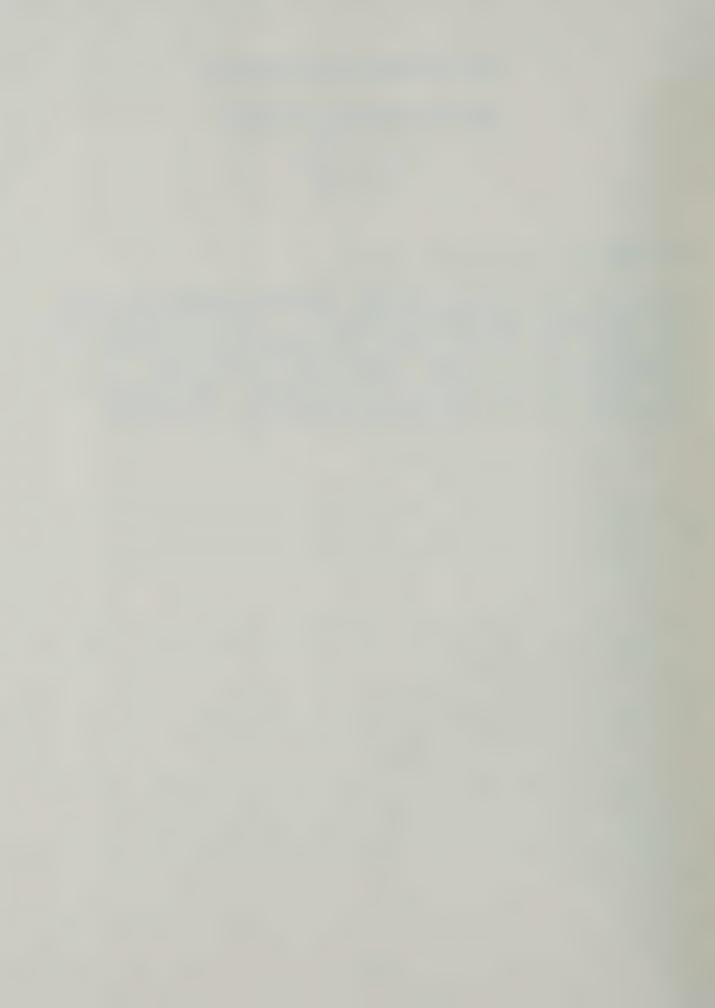
NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1986

(Continued)

(7) Reversal of Prior Period Accrual

Prior to fiscal year 1985, the Town purchased water from the Metropolitan District Commission (MDC). The MDC billed the Town for water usage 12-18 months in arrears. In 1985, the Metropolitan Water Resources Authority (MWRA) replaced the MDC as the local water authority. Although the MWRA based all water billings on historical usage, billings were current. Accordingly, accrued water assessments were not required at June 30, 1985. The elimination of this accrual has been reflected as an adjustment to beginning retained earnings in the Enterprise Funds as of July 1, 1985.



ARTHUR ANDERSEN & Co.

BOSTON, MASSACHUSETTS

AUDITORS' REPORT ON EXHIBITS

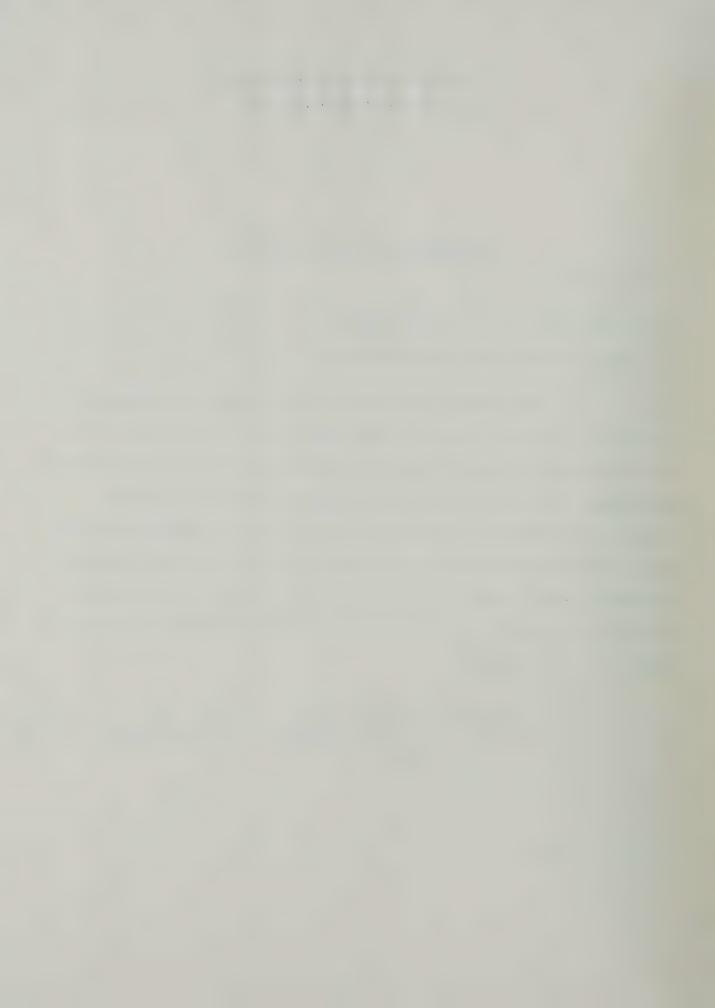
To the Honorable Board of Selectmen,

Town of Brookline, Massachusetts:

Our examination was made for the purpose of forming an opinion on the basic financial statements taken as a whole. The data contained on pages 32 and 33 are presented for the purpose of additional analysis and are not a required part of the basic financial statements. Such information has been subjected to the audit procedures applied in our examination of the basic financial statements and, in our opinion, is fairly stated in all material respects in relation to the basic financial statements taken as a whole.

arthur Civileisen & Co.

October 3, 1986.



RECONCILIATION OF TREASURER'S POOLED CASH

AND TEMPORARY INVESTMENTS

· JUNE 30, 1986

SUMMARY OF TRANSACTIONS

BALANCE, July 1, 1985	Pooled Cash Federal Revenue Sharing Cash Temporary Investments	12	87,774 ,614,130 ,140,795	
RECEIPTS		\$217	,433,508	
DISBURSEMENTS		213	,387,715	
BALANCE, June 30, 1986	Pooled Cash Federal Revenue Sharing Cash		181,042	
	Temporary Investments		,988,857	
			,186,588 ======	
NONINTEREST-BEARING:	TAIL OF BALANCES			
Baybank/Norfolk Trust United States Trust Co.		\$	22,412	
Total		\$	23,847	
INTEREST-BEARING: Bank of New England Shawmut Bank of Boston Capitol Bank & Trust Co. Boston Safe Deposit & Tru United States Trust Co. First National Bank of Bo	(Federal Revenue Sharing)	\$	2,971 1,329 831 85,017 16,689 3,667 2,820	
Total		\$	113,324	
CASH AND CHECKS ON HAND		\$	60,244	
BAD CHECKS			316	
TEMPORARY INVESTMENTS		17	,988,857	
Total Treasurer's temporary inves		\$ 18	,186,588	
OTHER TRUST FUND CASH AND Treasurer	\$ 16,237,208 259,143			
Library trustees			,496,351	
Total pooled cash investments per	\$ 34,682,939 ========			



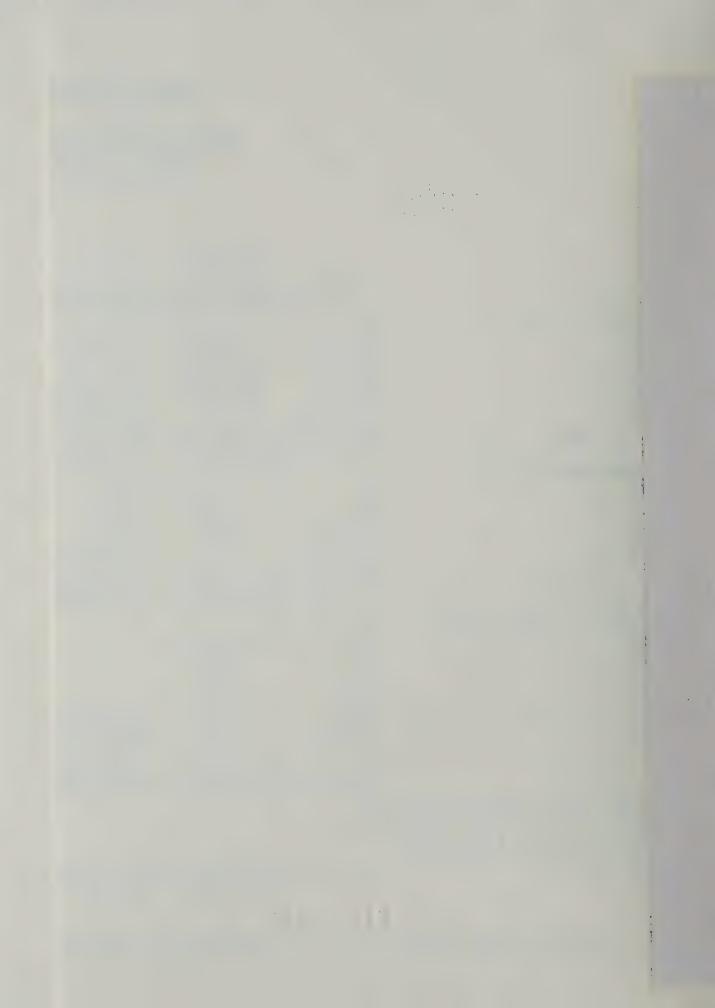
SCHEDULE OF TAXES, WATER AND SEWER RATES

FOR THE YEAR ENDED JUNE 30, 1986

						Tra	Transfers						
	Unc	ollected			Abatements		to		Net	Unc	collected	Amo	unt Per
		lances			and	Tax	K Title	Co.	llections/	Ва	lances	De	tailed
	June	30, 1985	Comm	itments	Adjustments	or	Liens	_ (1	Refunds)	June	30, 1986	Tria	l Balance
REAL ESTATE TAXES:													
1981	\$	(10,037)	\$	-	\$ 13,329	\$	-	\$	(20,650)	\$	23,942	\$	~
1982		1,258		-	(130,448)		_		(176,444)		47,254		_
1983		(2,978)		_	(109,333)		(3,983)		(148, 168)		31,874		_
1984		19,686		_		((17.691)		(138,745)		21.335		-
1985		964,777			(312,614)	ì	(61.086)		551,713		40.462		34,866
1986					(289,727)	ì	(74.329)	48	3,240,562		868,961		36,331
								~ ~ ~	7240,302				
Total		972,706			\$(948,198)				3,308,268	\$1,	033,828	\$8	71,197
PERSONAL PROPERTY TAXES:	===	======	====	======	=======	===	=====	===	=======	===	======	===	=====
1982	\$	() 704)	.		4 (0 040)								
1983	\$	(1,734)	\$	-	\$ (2,040)	\$	-	\$	641	\$	(4,415)	\$	
		3,741		-	(1,896)		-		980 1,776		865		-
1984		5,158			-		-		1,776		3,382		-
1985		394,076		-			-		182,954		4,627		4,883
1986		-	Ι,	528,138	(198,845)		-				9,964		7,622
Total	\$	401,241	\$ 1.	528,138	\$(409,276)	\$			1,505,680		14,423		L2,505
		======		•	========		=====		=======	,	======	*	=====
MOTOR VEHICLE EXCISE TAXES:													
1979	\$	154,313	\$	_	\$ -	\$	_	\$	8,986	\$	145,327	\$	_
1980		162,426	4	_	_	4	_	Ψ	9,272	-	153,154	Ψ	
1981		51,367		_	_		_		3 776		17 501		_
1982		93,641		_	_		_		3,776 10,364 13,753		92 277		_
1983		85,698		_	_		_		13 753		71 9/5		_
1984		90,874			(4 450)		_		24 024		67 210		50,701
1985		307,458		791 052	(4,450) (163,648)		_		24,024		107 157		•
1986		-	2	101,033	(232,125)		_	,	817,706		107,137		06,522
1900			<i>2,</i>	000,030	(232,123)		_		1,471,682		362,829	34	24,102
Total	•	945,777		•	\$(400,223)			\$ 2	2,359,563	\$1,	038,490	\$49	91,325
CAMPD AND CEMED DAMEC AND CEDUTOEC	===:	======	====		=======	===	=====	===	======	===	======	==:	=====
water and sewer rates and services, excluding liens added to taxes and other charges of \$103,777 at June 30, 1986 and \$105,251 at													
June 30, 1985	\$1,	188,526	\$ 4,	523,149	\$(386,797)	\$(1	78,268)	\$ 4	1,335,080	\$	811,530	\$82	28,860
	===	======	====	======	=======	===	=====	===	=======	===	======	==:	=====

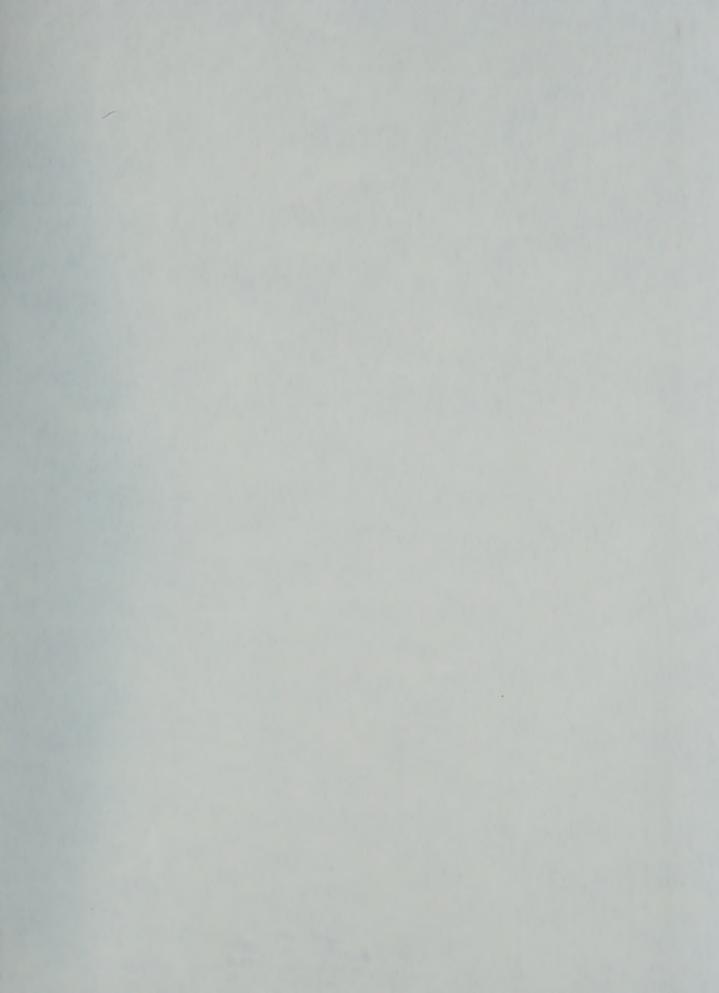
⁽¹⁾ Detailed trial balances are maintained by an outside service bureau.

Certain detailed trial balances are not available for years prior to fiscal 1984.



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